# Sales Maragement THE MAGAZINE OF MARKETING



### Your Company Getting Too Big?

A new management setup pays off at Allis-Chalmers
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### Are P. A.'s Your Prospects?

Sylvania's West Coast Manager tells how to sell them Page 32



### **Need A 36-Hour Day?**

A check-list for making better use of your time
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## Feast of Sales at Christmas, Famine in Other Seasons?

Will & Baumer finds a 12-month market for candles

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FIFTY CENTS A BILL BROTHERS PUBLICATION DECEMBER 15, 1955



## from the PRODUCERS of the MOTION PICTURE

"Rudolph the Red-Nosed Reindeer"

## Season's Greetings

The JAM HANDY Organization

OFFICES

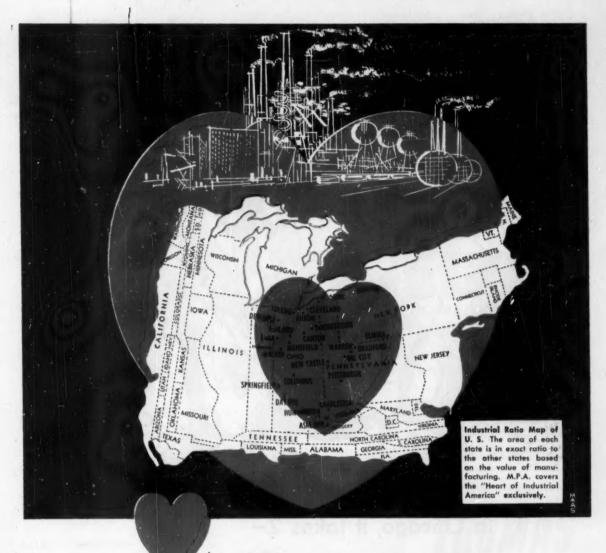
1775 Breadway

310 Talbett Bids

DETROIT 11 2021 E. Grand Bit PITTSBURGH 2

CHICAGO 1

HOLLYWOOD 28



90-Billion-Dollar Industrial Market

In the Industrial Heart of America

Is Your Passport to More Sales

Yes, in the "heart" is the world's richest concentration of industrial buying power. Right here is where industrial P. A.'s are on extensive spending programs for our expanding industries. Advertising in M. P. A. will help your salesmen get their share.

The Midwest Purchasing Agent

6th FLOOR PENTON BUILDING

CLEVELAND 13, OHIO

MAin 1-7441



## In Chicago, it takes 2— to reach the top

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA . HAL WINTER CO., MIAMI BEACH

## Sales Management VOLUME 75 NO. 14

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

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## 11,322

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PLACED

## 42,293

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WITH THE HELP OF

## 1.608

#### ADVERTISING AGENCIES

in 1955 Annual Edition of

#### THOMAS REGISTER

The Record Speaks for Itself!
READERSHIP-ZERO
BUYERSHIP-100%

It Really Pays to Advertise in ...

## THOMAS REGISTER

96% PAID CIRCULATION

Thomas Publishing Company









## United gives your Personnel moves the "Personal Touch!"

"Pre-Planned" Moving by United Van Lines is not just a routine job. It takes care of every tedious detail in advance, assures a safe, clean move. It's the kind of service your key people will appreciate because it gets them settled in their new homes with a minimum of fuss and bother. They'll thank YOU for the "personal touch" of a Pre-Planned move. So why not call United! A United Agent is listed in your phone book.



## Sales Managemen

**EXECUTIVE OFFICES** New York 16, N. Y.

386 Fourth Ave. LExington 2-1760

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PRESIDENT AND PUBLISHER ..... 







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SALES MANAGEMENT

# Heating Piping & Air Conditioning

by every measure THE CHOICE in the industrial-large building field.

## 1st in Reader Preference...

ANOTHER mighty good indication of a publication's effectiveness is its renewal rate.

Here, too, HEATING, PIPING & A'R CON-DITIONING is far out front — a vigorous 79.78% in 1954. What better evidence of superior editorial content!

To reach engineers and contractors, the major purchase-control factors in heating, piping, and air conditioning, you can choose HP&AC with complete confidence. It's the book they PAY to read because it's WORTH it — the only 100% paid (ABC) circulation magazine serving this division of the industrial-large building field. Moreover, the exceptionally high renewal rate proves

that the right subscribers are buying in HP&AC a publication that's right for them.

Closing date is the 10th of the preceding month for advertising to this INTERESTED audience. Åll aboard?



\* Average 86.95%, ASHAE members; 67.4%, non-members. Per ABC report Dec. 31, 1954.

### KEENEY PUBLISHING 6 N. Michigan, Chicago



AIR CONDITIONING HEADQUARTERS



NEW YORK: 1734 Grand Central Terminal CLEVELAND: 737 National City Bank Bldg, LOS ANGELES: 672 S. Lafayette Park Place

### 1st in Circulation

Not only does HP&AC deliver the most circulation, it is the only FULLY paid (ABC) circulation magazine in its field

1st in Advertisers' Acceptance

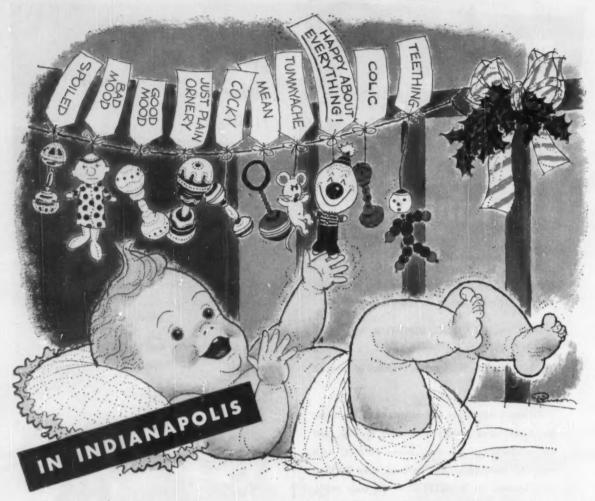
Mere companies advertise in HP&AC. In addition, HP&AC is used exclusively in its field by more advertisers.

### 1st in Editorial Volume

HP&AC has the greatest editorial content. Carries monthly Journal of American Society of Heating and Air-Conditioning Engineers.

1st in Advertising Volume

HP&AC carries more pages of advertising. Significant is the steady growth in this respect, too.



## they Buy More because they Have More!

• Every little baby can expect the "all-out" treatment at Christmas from his fond and admiring family. But for Indianapolis babies the shower of gifts is bigger because fathers and mothers do have more. For example, Department Store sales, here, are 149.2% above the national average.

Not only is Indianapolis a richer and readier market for the things you have to sell, but its other important advantages make it a must on any list:

- ▶ It's Big . . . over 600,000 population.
- ▶ It's Steady . . . unsurpassed for diversification and balance of industry and agriculture.
- ▶ It's EASILY REACHED... you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market data today.

KELLY-SMITH COMPANY - NATIONAL REPRESENTATIVES

\*Consumer Markets, 1954. Standard Rate & Data Service

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



#### EDITORIALS

#### "Happy New Year!" - (Signed) Pete.

That would be Pete Andrews, SM's consulting economist.

This being the season of cheer, we're stealing a nickel's worth of thunder from Future Sales Ratings as they will be detailed in the January 1 issue.

Preview: Andrews and his board of analysts were never more bullish. Their New Year's Day report will show the majority of the 111 industries appraised to be rated four stars ("very good") or better. Ten industries will show improved ratings for the first quarter as compared with the last quarter of '55; only two take a skid. Prediction: Next year will top the current year if selling is strong enough and smart enough to capitalize on the basic strength in our national economy.

A significant newcomer to the industry list: Atomic Energy. The board gives it a strong send-off with a five-star ("Great Expectations") rating.

Atomic Energy, born in the midst of conflict out of the instinct for self-preservation, may well, in its industry applications, turn out to have a more profound impact on our economy than any earlier event in our industrial history. If top level management hasn't already concerned itself with some serious analysis of what that impact might amount to in terms of the individual company and its industry, it's already running behind on its time-schedule. Let the five stars in "Future Sales" be a reminder that a new day is a-comin', and we'd better get ready for it.

#### To the Post Office: OK and Thanks!

You can now mail a letter or other message inside a package or inside a publication.

All you have to do is mark the package to indicate that first- or third-class mail is enclosed, and add the proper postage.

Thus the Post Office discards an old tradition, redesigns one feature of its service that has long constituted a nuisance to the business community. No longer need a letter be pasted on the outside of the package. No longer does business incur the extra time and trouble costs of sending things under separate cover.

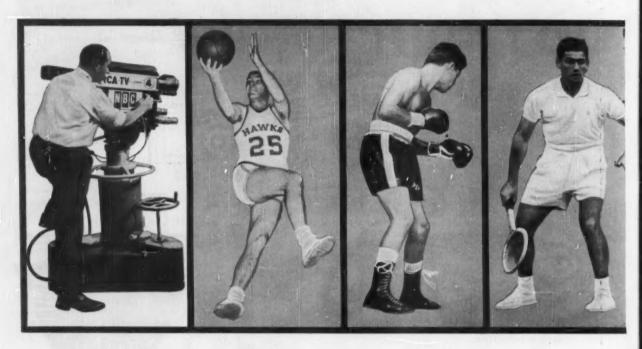
This current change (it became effective November 28) is only one move among several which indicate that the p. o. folks in Washington are aware that theirs is essentially a service department and that it can contribute substantially to maintaining good business if it studies business needs and ceases to do some things just because they're traditional procedure. A service of any kind—like a washing machine or a power tool—needs frequent reappraisal and redesign to avoid the penalties of obsolescence.

#### The Round-the-Clock Salesman

A loaf of bread at midnight is mighty hard to find, but you'll be able to replenish your larder any time of day or night if Robert Z. Greene's prediction pans out. Greene is president of Rowe Manufacturing Co., makers of automatic vending equipment, and he says that eventually vending machines will be built right into store fronts to



the biggest sports events...



## the highest scores?

Champion-size audiences have been flocking to the biggest sports events of the season on the No. 1 sports network, NBC Television.

The Saturday schedule of the national NCAA football games, seen exclusively on NBC, averaged 20 million viewers. The World Series, televised nationally in color and black-and-white, averaged 26 million viewers for each weekday game and 52 million viewers for the Sunday game.

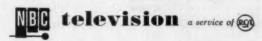
Just as it scooped the industry with its coverage of the Landy-Bannister "miracle mile" in 1954, NBC



has had exclusive coverage of the really big 1955 events: the National Open Golf Tournament, the Davis Cup and National Open Tennis matches. And every Friday night, championship boxing takes the spotlight, as it has for the last half-dozen years, on the Gillette Cavalcade of Sports.

Big events are ahead, too, for the remainder of the season. The Chrysler Corporation has just bought sponsorship of the East-West Shriners' football game on December 31st. And there is still an opportunity for sponsors to benefit from an outstanding series which NBC cameras alone will cover:

13 action-packed PROFESSIONAL BASKET-BALL GAMES, including three championship play-offs. The greatest players in basketball . . . games spaced over three months of commercial impact . . . scheduled in the Saturday afternoon period that has built a tremendous audience of sports fans through NBC's exclusive NCAA football coverage. One-fourth of this basketball series is already sponsored by The Mennen Company. Are you too a fan of high-scoring advertising? Call your NBC Representative today.



# FOR NEWS!



KSCI WOC **KROS** WHO WMT **KRNT** WOW KGLO KMA **KDTH** 32.9% 14.8% 5.3% 3.7% 3.3% 3.0% 2.8% 2.5% 2.2% 1.8%

THE chart above is lifted intact from the authoritative
1955 Iowa Radio-Television Audience Survey — the
18th consecutive study by Dr. Forest L. Whan of Iowa audiences.

The 1955 Survey proves that except for working, listening to the radio is still the principal activity in the average Iowa home — and that WHO still gets the biggest bunk of radio-listening in the State.

Write us or ask Free & Peters for your complimentary copy. Except for rates and availabilities, it tells you ALL you need to know about radio and television in Iowa!



NBC

FREE & PETERS, INC., National Representatives

BUY ALL of IOWA—

Plus "lowa Plus"—with

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Hesident Manager

serve customers all day, every day, whether the store is open or closed. (Such banks of mechanical merchants are widely used in Europe.)

For instance, just letting our imagination run, we can envision tomorrow's citizens picking up a quart of milk from a machine after the late, late show; or purchasing tooth paste in the early, early morning; or getting a couple of gallons of gas when the service stations are closed. Our wants and needs aren't always confined to store hours and in such cases retailing robots would come in handy.

Vending machines have progressed considerably since William Rowe perfected the automatic cigarette vendor in 1926, Greene says. Last year, 500,000 similar machines vended almost three billion packs of king-size and regulars—16% of the total. Other automatic salesmen sold 20% of all candy bars, 25% of all soft drinks. Consumers put \$1.750 million worth of coins into slug-proof slots for a total of 22 billion individual sales.

Automatic merchandising, says Greene with objectivity, is a method of selling services or products in which a vending machine automatically completes a sale without the assistance of sales personnel—items as small as razor blades, as large as 50-pound blocks of icc. It is a method of supplementing existing sales facilities and doing business at hours when these facilities cannot afford to operate, thus creating sales where no sales existed before.

As labor costs and sales costs go higher, Greene pictures a host of products mechanically vended. For some manufacturers whose products fit automatic merchandising requirements he sees the opening of whole new markets. What are these requirements? They are "yes" answers to the following questions:

- 1. Does my product have a huge market?
- 2. Is it easily packaged?
- 3. Is it used or required by most people most of the time?
- 4. Is its cost low, preferably a dollar or less?
- 5. Is it a brand name with wide consumer acceptance?
- 6. Is it a "nuisance" item with rapid turnover and low profit, sold more as a convenience to the public than as a money maker?

The vending machine industry has experienced a 300% growth in the past decade. Its future seems unlimited!

#### Third-Party Approach

If there is one fact which has been pounded home to the people who market goods and services in the U. S., it is that the younger people are the largest purchasers of consumer durable goods. From the first moment of family formation, through their children's early years, Mr. and Mrs. America have great needs and wants which they satisfy happily and freely. But sometimes the very existence of that marketing fact, and its widespread acceptance, makes it difficult for a marketing man to get people very excited about buying his service. Reason: Everyone expects you to sing the same old song.

So we think the people at Street & Smith (Charm, Mademoiselle, Living for Young Homemakers) are smart to pick up "Consumer Finances Over the Life Cycle," prepared by the Research Center of the University of Michigan, which is noted for its motivation research, and relate it to Street & Smith's own market story. This publisher's particular story happens to be well told in what the University of Michigan motivation people describe as the seven major stages of the life cycle: young single, young married with no children, young married with a child or children of preschool age, young married with all children over six years old.

Perhaps you'll gain spirited interest from your customers and prospects, if you are fortunate enough to spot some third-party research which coincides with your basic market appeal.



#### Sales Help For Sales Managers

BY HAROLD E SNYDER Editor, Baking Industry

To augment your sales efforts among the ready-to-buy baker-buyers, BAKING INDUSTRY magazine offers you the much needed merchandising services to "back up" your advertising efforts aimed at selling this growing, prospering market. Here are just a few of the many merchandising services available to BAKING INDUSTRY advertisers:

WASHINGTON, D. C. OFFICE: an exclusive publication office-service that constantly keeps check on the nation's pulse. The experience, background and contacts of this Washington office are always available to you.

PRODUCT CONSULTATION SERV-ICE: help when you need it—in pretesting the bakery market, setting up adequate distribution, marketing or advertising problems. BI's editors and sales representatives are always ready to aid you in solving your current marketing problems.

THE BLUE BOOK: a complete, concentrated listing, containing more than 462 pages of facts and information about 7,800 of the most worthwhile bakers in the U.S. and Canada. Correction service monthly. FREE to advertisers on yearly schedule...\$470 per year to non-advertisers.

JOBBERS AND BROKERS LIST: detailed, up-to-date list of company names, addresses, executives, sine of sales staff, territories covered, dates of establishment and products sold.

GLOSSARY OF TECHNICAL TERMS: simplifies baking language of a technical nature. Available to manufacturers and advertising agencies.

1956 BAKERS' BUYING DIRECTORY: part of BI's February 25, 1956 issue. Kept and used by bakers throughout the year. Buying' the editorial theme of entire issue... telling bakers How, When and Where To Buy. A year round advertising investment at one, low initial cost. Full coverage of all important buying factors in U.S. and 40 foreign countries. 15,000 distribution. Final closing date: February 1, 1956.

Tied up into a neat package, BAKING INDUSTRY offers you MORE SALES RESULTS for your every advertising dollar. Check with your BAKING INDUSTRY sales representative today. BAKING INDUSTRY, a Clissold Businesspaper, 105 W. Adams Street, Chicago 3, Illinois.

### THEY GET IDEAS



Tom Bennett Program Manager KDKA, Pittsburgh

Dick Pack WBC National Program Manager





Bill Dempsey Program Manager KPIX, San Francisco



**Guy Harris** Program Manager WOWO, Fort Wayne



Byron Dowty Program Manager KDKA-TV, Pittsburgh



Gordon Davis Program Manager KYW, Philadelphia

Month in, month out, these WBC program managers develop a steady stream of ideas for new shows. Exciting, out-of-the-ordinary ideas that produce big audiences—and big payoffs for advertisers!

Like Swan Boat, on WBZ-TV, Boston—a morning variety show that successfully combines big-time quality with local home-town atmosphere.

Like teaming up the city's five top disc jockeys—Moon Mullins, Barney Keep, Bob Blackburn, Al Davis, Al Priddy, on a single station—KEX, Portland—and then alternating the five flavors practically around the clock.

Like the crusading documentary WPTZ's Telescope that uncovers and covers current serious problems of Philadelphia.

Like new, fast, first-hand coverage of local news by KDKA, Pittsburgh, on the scene instead of only in the newsroom.

Like many, many more bright, imaginative programs on WBC's five radio and four TV stations.

On location in six big markets, and at Headquarters in New York, WBC idea-hunters are eternally at it. Result No. 1: brilliant programming. Result No. 2: big audiences. Result No. 3: WBC stations are the best buy in six markets where 26 million people live and buy. Get all the facts. Call Eldon Campbell, WBC National Sales Manager, MUrray Hill 7-0808 in New York City.

No selling campaign is complete without the WBC stations

## WESTINGHOUSE BROADCASTING COMPANY, INC.

RADIO

BOSTON-WBZ+WBZA PHILADELPHIA-KYW PITTSBURGH-KDKA FORT WAYNE-WOWO PORTLAND-KEX TELEVISION

BOSTON — WBZ-TV
PHILADELPHIA — WPTZ
PITTSBURGH — KDKA-TV
SAN FRANCISCO — KPIX

KPIX REPRESENTED BY THE KATZ AGENCY, INC.
ALL OTHER WBC STATIONS REPRESENTED BY FREE & PETERS, INC.



Mel Bailey
Program Manager
WPTZ, Philadelphia
KEX, Portland, Oregon



Bill Kaland WBC Assist. National Program Manager



Gordon Swan Program Manager WBZ-TV, Boston



Gordon Hawkins WBC National Educational Director

Support the Advertising Council Campaigns.



In Greater Philadelphia,



The Bulletin delivers more copies



to more people every 7 days



than any other newspaper

Tell your sales story where it will do the most good—in the homes of Greater Philadelphia's multi-billion-dollar market. Use the favorite newspaper of this market—The Evening\* and Sunday Bulletin.

Readers are showing particular interest in the lively new format of The Sunday Bulletin. Published on new presses, in new type, in the world's most modern newspaper plant, The Sunday Bulletin is bright, fresh, easy to read. R.O.P. editorial and advertising color, too.

The Bulletin packs selling power throughout a market noted for its buying power. Philadelphians like The Bulletin; they buy it, read it, trust it and respond to the advertising in it.

The Bulletin is Philadelphia. \*Largest evening newspaper in America

In Philadelphia
nearly everybody reads The Bulletin

Advertising Offices: Philadelphia, 30th and Market Streets New York, 285 Madison Ave. • Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company in Detroit Atlanta • Los Angeles • San Francisco

#### LETTERS TO THE EDITORS

The Farmer, the Baker, the Mattresses Maker Applaud SM's Nov. 10; Nov. 20 Captures a Bishop

#### "no more estimates"

EDITOR, SALES MANAGEMENT:

Thanks for the reference to "Sixty Million Jobs" ("They Laughed at Henry Wallace," November 10, p. 44). Incidentally it may interest you to know that I made the estimate specifically for the year 1950. Also I included men in the armed services as part of those who had jobs. I did not estimate for 1955 but I probably would have underestimated.

I published in Prairie Farmer in 1925 a prognosis for the future of Hybrid corn which was an underestimate although at that time everyone thought I was crazy for referring to the oncoming "Revolution in Corn."

So I guess the wise thing is to make no more estimates. All we know is that the movement from now on is going to be very rapid; that the impact of science and new technology is mounting.

H. A. Wallace

Farvue Farm South Salem, N. Y.

#### "inspiring"

. . . Congratulations to you and your staff on the November 10 issue. It is an inspiring piece of work . . . a "helluva" fine issue!

Gordon Van Ark

Cordes and Co., Inc. New York, N. Y.

#### "plenty of meat"

... What I have seen so far assures me that there is plenty of meat in the November 10 issue.

I will ask a favor - may I have permission to reproduce several of the graphs for distribution to our salesmen? I think these graphs have great significance and I know will be of assistance to our men to help visualize the tremendous expansion of American economy.

C. E. Leinauer

Sales Promotion Friedman Shelby Division International Shoe Co. St. Louis, Mo.

#### "the golden age"

. . It will be much appreciated if you will send a copy of the Nov. 10, 1955 issue of SALES MANAGE-MENT to T. K. Wolfe, Jr., 2755 Yale Station, New Haven, Conn. . . .

It is certainly a wonderful issue. It is good to be alive and participate in the golden age which we are now entering. I want Tom to see just what the wonderful opportunities are for those who are starting their business careers.

T. K. Wolfe

Southern States Cooperative, Inc. Richmond, Va.

#### "next industrial revolution"

. . I have been a regular subscriber to SALES MANAGEMENT for a number of years, and have always enjoyed reading it, as it is so chuck full of vital information for anyone engaged in the art of selling.

In your November 10 issue, p. 197, you have a Future Sales Ratings chart which I would very much like to use in a talk I am giving before the Society for Advancement of Management, in New York.

I would like to reproduce the sheet with your "Explanation of Sales Prospect Ratings" (p. 196), and make about 200 copies of it to be handed out during my presentation—the title of which is "The Next Industrial Revolution."

During this talk I will show the latest Chamber of Commerce film, and I would like to refer to your chart for the benefit of the men students of management who are usually present at these SAM meet-

Don F. Copell

Vice-President Wagner Baking Corp. Newark, N. J.

#### "indispensable guide"

. . . I am writing to compliment you and your staff on the excellent (continued on page 17)



\*sales results in the Channel 8 Multi-City Market

LANCASTER, PENNA. NBC and CBS

For sales results in this region reach its 3½ million people who own 912,950 TV sets, have a yearly potential buying capacity of \$5½ billion.





Harrisburg York Hanover Gettysburg Chambersburg Waynesboro urg Westminster Sunbury Martinsburg

Reading Lebanon Pottsville Hazleton Mount Carmel Bloomsburg Lewisburg Lewistown Lock Haven Hagerstown

316,000 WATTS

STEINMAN STATION Clair McCollough, Pres.

#### MEEKER TV.

New York Les Angeles

Chicago San Francisco

The

New Yorker

really

gets

around!



Out in the Middlewest, sharp eyes watch The New Yorker

like a weathervane. The New Yorker really gets around in the area

the marketeers call "North Central." More than one fifth of The New Yorker's

total U. S. circulation goes into that section every week. And wherever

The New Yorker goes, it reaches the people other people follow.\*

\*The presidents of 6 of the "Big 10" universities in the Western Conference are New Yorker subscribers.



material contained in your November 10 issue of SALES MANAGEMENT, "Marketing on the Move,"

It is much easier for anyone in business today to make decisions when looking at a "trend" rather than figures as of one specific time. We here at the Spring Air Co. have found sales management and its Survey of Buying Power to be an indispensable guide to us in our planning and we feel sure we would not be meeting the marketing challenge as well if we did not have the assistance of Sales Management.

Joseph F. Zarish

Executive Offices The Spring Air Co. Chicago, Ill.

#### "interesting"

. . . I am finding the November 10 issue of SALES MANAGEMENT extremely interesting.

Richard S. Lochridge

Sales Promotion Manager Lockheed Aircraft Corp. Burbank, Calif.

#### "look ahead"

Journal publishes a "look ahead" edition on December 31. In the edition we include many stories of business and prospects of business.

Your edition of Nov. 10, 1955 has several articles we would like to include, with proper credit to you of course, in this year's edition.

Knight Goodman

Director of Public Services The Middletown Journal Middletown, O.

#### "interesting predictions"

. . . Would you have any objection to our using the article, "Pick Your Expert," appearing in the November 10 issue of SALES MANAGEMENT (p. 11) in our Chamber's monthly membership Bulletin?

These are interesting predictions which we feel would be of interest to our members. Of course, SALES MANAGEMENT would receive credit for the article.

Erich H. Sander

Executive Secretary Norristown Chamber of Commerce Norristown, Pa.

(continued on page 19)

How to convince the Coast Guard

The Journal delivers your advertising to top ranking officers of the Army, Navy, Air Force, Marines and Coast Guard, who direct or recommend defense purchasing. For latest data on this influential military coverage, call or write

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For a gift that's sure to please, give one you'd like to receive yourself—Hennessy, the world's preferred Cognac Brandy. Just go to your local store and see all of the colorful, imported Hennessy gift packages and distinctive bottles ranging from about \$3.50 to \$20. No matter which you choose, yours will be a gift of good taste that is sure to please.



COGNAC BRANDY

84 Proof Schieffelin & Co., New York





Take men for instance . . . 73.1%\* of all men readers of The Des Moines Sunday Register use well-known brands of after-shave lotions. And that goes for men on the farm, too. Or women (if you'd rather hear about them)...90.3%\* city and 90.4%\* farm women readers regularly use lotions on their pretty little hands.

## THE DES MOINES REGISTER AND TRIBUNE

An "A" schedule newspaper in an "A-1" market!
Gardner Cowles, President

#### REPRESENTED BY

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia Doyle & Hawley—Los Angeles and San Francisco Tip for cosmetics people . . . you give wonderful support to your drug jobbers and all their Iowa dealers by telling your product story to 1,310,000 readers through The Des Moines Sunday Register. With one medium you can cover an important sales territory made up of the entire state of Iowa. Amarket that outspends big-spending cities like Philadelphia, Boston and San Francisco!

\*Fuet...from the latest "Brand Inventory in the homes of Iowa Subscribers" to The Des Moines Sunday Register in all counties. Want to know how you stand? Write on your company letterhead.

#### He Subscribes

EDITOR, SALES MANAGEMENT

This [Nov. 20, 1955] is the first copy that I have seen of your magazine, and I am so delighted with it that I am taking a subscription. . . . Congratulations, too, on the perforated pages!

Bishop Fulton J. Sheen

National Director The Society for the Propagation of the Faith New York, N. Y.

➤ (See "Bishop Sheen's 'Captive' 7,000,000 Become Admiral's No. 1 Prospects," November 20, p. 51.)

#### Capitol Objects

EDITOR, SALES MANAGEMENT

I particularly enjoyed the article on the Columbia Record Club ("Columbia and 6,200 Dealers Launch 'Largest Record Club,'" Oct. 1, p. 58.)

The only thing that bothers me is on p. 60 where it states, "Columbia and RCA are neck and neck for first place—now followed by London Records. Inc., New York." Granting the "neck and neck," I believe that there is little question but that Capitol is in third place, and fourth place would be occupied by Decca, with London perhaps fifth. London is outstanding in classical records and, if you are judging the classical line, would unquestionably be third. However, no such qualification is made in the article,

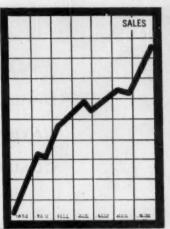
As a Capitol executive I want to see us get full credit. I suspect that this is due to a misunderstanding on the part of your editorial writer, as I am sure that Columbia was referring strictly to classics when they made such a statement.

Lloyd W. Dunn

Vice-President Capitol Records, Inc. Hollywood, Cal.

➤ Capitol Records' Lloyd Dunn is right and SALES MANAGEMENT was wrong. True, London is third in classical records, but according to industry estimates, the rank for all long playing records is Columbia and RCA Victorneck and neck for first place, Capitol third, Decca fourth.

is your sales effort as productive as it could be









provides fast, cost-controlled distribution to more than 5000 markets in 37 states

Perhaps it's never occurred to you, but transportation is one of the most important aspects of your selling effort. Rich new markets...sales-controlled inventories...lowered warehousing costs...and, above all, fast customer service are available to the sales manager who appreciates this fact and is willing to invest the time to do something about it.

Consult with your traffic manager or your nearest Spector representative. He'll welcome the opportunity to show you how Spector's broad authority, modern, versatile fleet and advanced "sales-engineered" methods can help make your merchandising and distribution program pay bigger dividends.



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# ESSE

Simply put, essential news is the truly important information about those events on the national and international scene which most directly affect business and personal plans and decisions. But it takes an experienced staff of writers and editors to dig it out, analyze it, and put it in perspective. The staff of "U.S.NEWS & WORLD REPORT" has been perfecting this technique for years.

Demand for this essential news is steadily on the increase. In an expanding and changing economy, essential news has greater significance and day-to-day value to more and more "decision-makers." This fact helps explain the doubling of "U.S.NEWS & WORLD REPORT" circulation in six years. It tells why group after group of key managerial men in business, industry, government and the professions continue to find this magazine "most useful" to them in their work, and the one in which they place "most confidence."

Usefulness and confidence in a magazine make for intensive readership, of course. More and more of America's most important companies are discovering that these two qualities help make "U.S.NEWS & WORLD REPORT" essential to their own selling plans. You can make this same discovery yourself. Do it now.



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... MARKETS ... BUSINESS OUTLOOK ....

An essential magazine

Essential to more and more readers

Essential to more and more advertisers



## Now more than 750,000 net paid circulation

... a market not duplicated by any other magazine in the field

Advertising offices:
30 Rockefeller Plaza, New York 20,
N. Y. Other advertising offices in Boston,
Chicago, Detroit, Cleveland, Philadelphia,
St. Louis, Los Angeles, San Francisco,
and Washington, D. C.



Robert S. Adams, Vice President for Advertising, Towle Silversmiths says:

## "In House Beautiful our material is reproduced the way we hope to see it"

Any advertiser will recognize that silverware presents special problems in reproduction. And, as with so many products, effective visual presentation is a major selling factor.

"Sterling flatware is a difficult subject to reproduce. We spend considerable time, effort and money on our art preparation. We find that in HOUSE BEAUTIFUL our material is reproduced the way we hope to see it." But this is only one of several reasons for Towle's 18 years of productive advertising in HOUSE BEAUTIFUL.

"House Beautiful consistently meets the advertising requirements of our product. The

magazine itself creates an atmosphere for Towle advertising. The families reached by House Beautiful are not only interested in our kind of product, but also are able to buy it. Furthermore, it's a big advantage for us to reach so many of our fine retailers at the same time."

To tell your product story in the most effective way to your most interested customers—plan to use House Beautiful, the magazine that sells both sides of the counter.

For a copy of Mr. Adams' letter, write The Advertising Director, HOUSE BEAUTIFUL Magazine, 572 Madison Avenue, New York 22.



Chicago Atlanta Boston Detroit Miami Tyler Cleveland Los Angeles

## SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

SALES EXECUTIVES' SALARIES, during the past five years, have increased to a greater extent than those of other top management men, reports The Dartnell Corp., Chicago. Pay to sales execs is now 23% above 1950 levels, compared to a 17% improvement for all management positions. Those on the sales side were more likely to have received bonuses during those years than any other corporate group. But, all executives stand a better chance of receiving a bonus this year than they did in 1950.

More money in salary doesn't necessarily mean more purchasing ability, however. Take the case of the average corporate president who had take-home pay of \$22,358 in 1950. Last year, even with a \$6,000 raise, his earnings were \$24,700 after taxes. In terms of 1950 dollars, his year's work was worth only \$22,181, leaving him \$177 behind 1950. This is the reason more companies are turning to special compensation plans such as deferred pay and stock options for corporate officers—including presidents and sales executives.

CBS-COLUMBIA IS TAKING A FLING at trying to arouse consumer interest in buying expensive color TV sets now. Under an unprecedented sales plan, New York Metropolitan Area owners of black-and-white sets can apply full price of their old receivers (any make up to \$400) as a trade-in allowance on an \$895 CBS-Columbia color set. Most buyers will have to pay a little under \$700.

This may be a real test of consumer resistance! It is generally felt that the average citizen is waiting for color prices to approach those of black and white before he buys. For instance, Motorola has a \$695 color set on the market, with a CBS-Hytron tube, and its sales—while keeping up with current paced production—are not booming.

But, can the psychology of a big trade-in allowance make the consumer overlook the still big CBS-Columbia ticket? It's a \$64,000 question—in color! THE W. A. SHEAFFER PEN CO., one of the nation's most vigorous proponents of Fair Trade, made an important decision last week. It decided to abandon what has been almost a martyr's role in enforcing strict price maintenance. In so doing, Sheaffer becomes the second large manufacturer in a little more than three months to quit fair-trading of its products. Last September 1, Westinghouse Electric Corp. discontinued as unworkable Fair Trade list prices on its line of electric housewares. General Electric Co. recently dropped Fair Trade in Michigan and Indiana because of adverse rulings by state courts there.

In an exclusive statement to SALES MANAGE-MENT, R. H. Whidden, Sheaffer's vice-president of sales, had this to say about the reasons behind his company's action:

"Our decision to no longer enforce Fair Trade was based on careful consideration of our own experience with this program. Probably one of the most important factors behind our decision was the importance the American public has seemingly attached to the high-volume mass merchandiser. Today, this retailer is serving an important segment of the buying public, particularly in metropolitan areas.

"In the light of this development, we feel that our line of merchandise should be made available in those outlets where the public wishes to buy, and we have, accordingly, added certain of these highvolume mass merchandisers to our list of authorized dealers.

"No doubt that enforcement of our Fair Trade program during the last two years has been an expensive proposition. The cost of enforcement for us has averaged a million dollars a year, including business lost as a result of cutting off certain retail outlets. The expense of enforcement — although considerable—did not enter into our decision to the same extent that other extenuating factors did.

#### Significant Trends (continued)

"It is true, generally speaking, that unfavorable decisions by some higher state courts against Fair Trade had some bearing on our decision, but . . . we have found sizable accumulations of our goods in the stocks of discount houses. This merchandise did not come from us. We can only conclude that it was diverted to them by some of our dealers . . . We were brought to the conclusion, therefore, that we could no longer honestly tell our dealers that we were effectively policing the situation and rather than attempt to delude anyone by maintaining an illusion of Fair Trade enforcement, which could not be backed up by facts, we concluded that the only honest thing to do was to recognize the true situation and to remove our goods from Fair Trade.

"To date, we have encountered little resistance on the part of dealers to our announced policy of no longer enforcing Fair Trade. However, it is still too early to evaluate the over-all reaction to the change.

"As to the future of Fair Trade, I can only say that it still has many vigorous and whole-hearted proponents who firmly believe that it is workable for their products. I think that as in the past, the effectiveness of Fair Trade must be a matter for individual appraisal by the manufacturer."

THE BIG NOISE being made by airlines these days concerns the hundreds of millions of dollars they will put on the line for Boeing 707 and Douglas DC-8 jet planes. First delivery: 1959. But, not content to sit and wait for that greater day, they are also investing heavily in interim expansion.

Specifically, 50 piston-engine airplanes, costing \$125 million, will soon be added to the nation's commercial air fleet. Turbo-prop planes — now scheduled to total 135 or maybe 165—are giving the public a preview of the jet age. Cost to be \$740 million. Then, there are additional millions for maintenance and handling equipment and other needed preparations for jet flying. It adds up to the astounding figure of \$1,276,000,000 for greater air speed, comfort and safety.

There was some public disappointment following World War II when aviation—commercial and private—failed to achieve immediately all the glorious things that imaginative magazine writers had predicted for it. The men who run the airlines, however, realized that the real future of commercial

aviation was not in science-fiction, but in scientificachievement. They went slow on revolutions, but improved service conspicuously. Now, 10 years after the war, they are ready to take a revolutionary step. On its success, they are betting a billion dollars. Of equal importance, they are continuing to improve their service while they carefully usher the jet age into commercial air transportation.

THE TOP TEN MAGAZINES have shown a gain of almost 5% in paid subscriptions, according to current A.B.C. statements compared with those of a year ago. The figures, tabulated and totaled by Bernard P. Gallagher and published in "The Gallagher Report," are of considerable importance to magazines and magazine advertisers. The gain, which means one and one-half million more readers for this group alone, demonstrates that the trend in magazine readership is definitely **up.** None of these top 10 lost circulation; only 18 of the top 100 dropped subscribers.

Significantly, biggest gains were among "specialized" rather than "general" magazines. Apparently, people are becoming more selective in their reading.

Combined circulation of the leading 25 exceeds 70 million, with "Life's" five and one-half million still heading the pack of A.B.C.-audited books. But, beyond the No. 1 spot there is nothing static about the standings. Half of the uppercrust 25 changed ranking during the past year, and further down the line very few publications held the same rung.

#### ANNUAL REPORTS WANTED

The editors of SALES MANAGEMENT would like to receive a copy of your current annual report—and be put on the list to receive next year's.

Why? Because we know of no better mirror of a company's sales activity—past, present, or future—than the report it sends to its stockholders. Such reports can be most helpful in keeping our staff abreast of your current activities and the trends in your industry.

We would appreciate it if you would put a copy of your most recent report in the mail to: The Editors, Sales Management, 386 Fourth Avenue, New York 16, N. Y. Thanks.

## New Management Setup Shows Fast Pay-off for Allis-Chalmers

Two autonomous product groups, each made up of three autonomous divisions, are President Stevenson's answer to the problems of "bigness." Sales volume for the current year is expected to exceed 1953's mark of \$514,400,000.

Allis - Chalmers Manufacturing Co., Milwaukee, is on the road to a record-breaking sales year, with its top management structure overhauled to meet intensified and specialized competition.

President Robert S. Stevenson believes that sales volume up to Jan. 1, 1956 will probably exceed the \$514,-400,000 mark set in 1953. About \$50 million worth of orders above 1954 have been booked. The nine-month volume, \$396,545,092, was \$5.5 million over the 1953 record.

A plan that had been in the mill for some time became a reality shortly after Stevenson was named president following the death of former president W. A. Roberts, earlier this year. That plan called for streamlining top management by creating six divisions in place of three.

In his 21 years with the firm, the last 17 of which have been spent at the West Allis home plant, Stevenson has watched Allis-Chalmers' growth, its increasing diversity of products and its acquisition of new plants in all parts of the nation. A salesman's salesman, he constantly compared his firm's performance with that of competition. (His title, on coming to Milwaukee, was Northwest territory manager, and in 1948 he became assistant general sales manager.) He saw Allis-Chalmers selling tractors in the same field as other large firms that manufacture nothing but tractors. He saw the same management that sold mining equipment to the industrial market selling switch-gears and transformers to an entirely different type of customerthe conservation utility executive whose purchases run into the millions, requiring the careful planning and study that normally go with such huge capital investments. Thorough knowledge of different types of markets was a must for A-C.

He saw many other situations in which Allis-Chalmers needed broader, deeper executive strength to direct the manufacture and sales of its prod-



Robert S. Stevenson of Allis-Chalmers. He streamlined top management.

ucts in competition with giant firms that specialize.

Stevenson refuses to regard A-C as "complicated," although it employs 40,000 persons (nearly an Army Corps in numerical strength), has 47,307 share owners, 16 plants in 10 states and in Canada and England, more than 150 sales offices, and manufactures nearly 100 major products. Its West Allis and Hawley plants in Milwaukee County alone are valued at \$57 million and cover 160 acres, with 21 miles of railroad

Interview by James M. Johnston with

ROBERT S. STEVENSON

President

Allis-Chalmers Mfg. Co.

tracks and five miles of roadways. They require utility services equal to those of a city of 50,000.
"No," insists President Stevenson,

"No," insists President Stevenson, "it's not complex. It's big, it has many plants, but its operations fall naturally, simply and logically into the new divisions that have been established."

Take a look at a rough sketch of the former executive setup. You'll have to read about it, for no organization chart was ever drawn up. The late President Roberts maintained, and President Stevenson agrees, that the organization chart is too restrictive. "Puts an umbrella over a fellow and he fears to step out and risk getting wet."

The old organization had three divisions: Tractor, which in 1954 did about \$300 million worth of business in farm equipment and road machinery: General Machinery, which sold about \$200 million worth of power equipment, industrial equipment, motors, etc., and the Buda Division, a Harvey, Ill., firm purchased

two years ago.

Comments Stevenson: "We have been improving our tractor line and expanding our road machinery business. Part of this was done by purchasing other companies in the last few years. We have also added to the productive capacity in those lines by 50% through direct expansion.

"Since these are separate businesses, we thought we should dignify them by making them separate divisions, place each in the hands of competent managers and give them proper authority to run a business."

So two groups were established: Tractor and Industries. Three manufacturing divisions were placed under

The Tractor Group, headed by W. G. Scholl, a company vice-president, includes:

1. The Farm Equipment Division, headed by L. W. Davis, formerly Pacific Coast territory manager for the old Tractor Division. Agricultural tractors, harvesting machines and implements are produced by this division.

2. The Construction Machinery Division, headed by Boyd S. Oberlink. In this division are crawler tractors, motor graders, motor scrapers and other earth moving equipment.

ment.
3. The Buda Division, of which R. K. Mangan continues as president and general manager. Fifty percent of Buda's production goes into road machinery and farm equipment, and its other products are allied with the tractor fields.

The Industries Group is headed by J. I.. Singleton, vice-president and a director of the company. Its divisions are:

1. The Power Equipment Division, headed by J. W. McMullen, vice-president. This division serves the electrical industry, with 90% of its customers in the utility field. Such products as generator equipment, transmission equipment, turbines, condensers, generators, transformers,

switchgears, regulators and nuclear power are made by this division.

2. The Industrial Equipment Division, headed by P. F. Bauer. In this division are products for the heavy basic industries, such as crushing, mining, cement and flour milling equipment.

3. The General Products Division, headed by William M. Wallace. In this division is the line of products and engineering services A-C furnishes to factories, plus the manufacture of motors, pumps, Texrope drive, controls and other general purpose equipment.

Each group has vice-presidents for manufacturing, sales and engineering who report to the group manager. They serve all three divisions. This allows an interchangeable use of plants, services and plans, and coordination of activities and purchases. It would prevent, for instance, the purchase of new machine tools in one plant, while machines that could do the required job stood idle in another plant.

Reporting to the head of the group are only seven executives: the three staff vice-presidents, the three division managers, and the administrative assistant to the group managers.

The heads of the groups and the division managers have full executive authority to work out their own manufacturing, sales and marketing projects to meet the demands of their specialized fields. They work out their own services to customers.

Servicing the activities of the entire firm is the staff, headed by Vice-President W. A. Yost, Jr. Under Yost are the legal and patent departments, research department, controller, purchasing and the departments of industrial relations, community relations, public relations and buildings and properties. The finance division is separate, headed by W. E. Hawkinson, vice-president and secretary. The company treasurer reports to him.

Reporting to President Stevenson are only four officers: the vice-presidents in charge of the Tractor Group, the Industries Group, staff and finance.

Stevenson believes the new structure is already proving itself in two

1. Externally, it is strengthening A-C's market position and providing faster direct line service to the customers.

Allis-Chalmers cannot be a jackof-all-trades and expect to sell farm equipment, road machinery or transformers in competition with specialists. It must be a "master" of the trades in which it engages. The executive realignment aims to make each division an unexcelled "master of its trade."

For instance, the Industrial Equipment Division has inaugurated a new program for the education of its engineers and salesmen. Allis-Chalmers specialists who serve the markets in district offices are brought in for meetings with the designers and builders of the actual machinery. The producers go away from the meeting with a better idea of what the market demands. The Industrial Equipment Division has also intensified the development of sales specialists.

Take the Construction Machinery Division. It develops a complete line of products under the authority of one man who tries to see that the type of product manufactured meets the special need of the market for which it is produced.

Customers are able to get faster answers and faster service from the relatively autonomous divisions. For

(continued on page 85)

#### Stevenson's Top Aides



W. G. Scholl, vice-president in charge of Tractor Group.



W. A. Yost, Jr., vice-president in charge of staff operations.



J. L. Singleton, vice-president in charge of Industries Group.



W. E. Hawkinson, vice-president and secretary.

#### Packaging Contest Spotlights Growth Of Aerosol Industry

Last decade's "bug bomb" has 150 up-dated relatives spraying, squirting, dusting.

Sears, Roebuck & Company's "Cross Country Rose and Floral Spray" won the top prize in the fourth annual Aeorsol Packaging Competition staged by the Chemical Specialties Manufacturers' Association. The Sears entry was also judged the best in the insecticide class. There were awards for packages in nine other classifications.

Award plaques were presented to the winners by Fred G. Lodes, chairman of the CSMA Aerosol Awards Committee at a luncheon during the 42nd annual meeting of the association at the Hotel Roosevelt, New York City, on December 6. The 150 push-button spray dispensers, entered in the contest were put on display.

Aerosol packagings has come a long way since the introduction of the early "bug bombs" for insecticides, which were heavy, expensive and refillable. Such pressurized, self-spraying products are now released at finger pressure in a fine spray (insecticides and room deodorants), a heavier spray (paints and enamels), a foam (shave cream), and a dry powder.

The young industry's growth has been quietly impressive since it began just nine years ago. Major container suppliers in the field include Continental Can Co., Inc., American Can Co., and Crown Cork & Seal Co., Inc. Approximately 20 firms produce valves for the containers.

As indication of the industry's growth, unit volume rose from five million in 1947 to more than 160 million in 1954, with annual retail value about \$200 million. The public is using more than 60 types of such products.

Research is underway to develop safer and more corrosion-resistant containers, and better valves. But in staging the packaging contest, the CSMA is concerned with sales appeal alone. One year the top prize went to the maker of a garbage can freshner. It turned out that he ran afoul of the law with claims made, etc., and soon went bankrupt—but the awards committee maintained he had deserved the prize, on sales appeal standards; awards do not constitute endorsement of the products, but merely of the packaging. The End



TEN BEST AEROSOL PACKAGES, each a winner in its individual product classification, as selected by judges for the Chemical Specialties Manufacturers' Association.

BOTTOM ROW: "Jetco Spring Blossom" air freshener, Jewel Tea Co., Inc., Barrington, III. (Class: Room Deodorants); "Cross Country Rose and Floral Spray," Sears, Roebuck & Co., Chicago (Class: Insecticides), also named outstanding package of the show; "Dupli-Color" spray enamel, Dupli-Color Products Co., Inc., Chicago (Class: Paint Products).

MIDDLE ROW: "Fire Chief" fire extinguisher, Marlowe Chemical Co., Inc., New York, N. Y. (Class: Misc. Household Products); "Palmolive Rapid Shave Lather Cream," Colgate-Palmolive Co., Jersey City, N. J. (Class: Shave Products); "Blue Grass Hair Spray," Elizabeth Arden Sales Corp., New York, N. Y. (Class: Hair Preparations); "Xpose Suntan Cream Lotion," Walgreen Co., Chicago (Class: Misc. Personal Products).

TOP ROW: "Christmas Snow," Airsol Co., Inc., Neodesha, Kan. (Class: Artificial Snow); "Rust Veto Spray," E. F. Houghton & Co., Philadelphia (Class: Industrial Products); "Ambush" spray cologne, Dana Perfumes, Inc., Chicago (Class: Glass and Plastic Containers).



SPREAD OUT FOR JUDGING, even half of the 150 entries make an impressive testimonial to the wide diversification within the aerosol industry.



#### The Steel Specialist

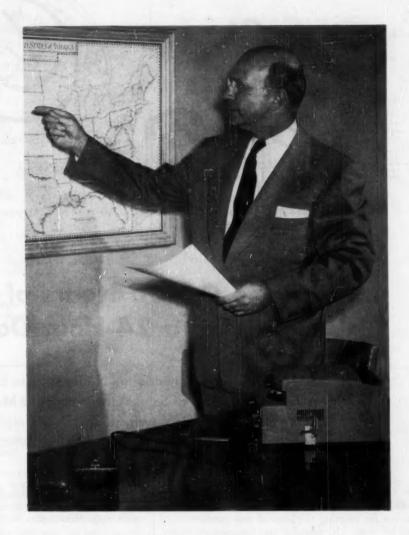
In the steel industry there are as many specialists as boasts the medical profession: Take James D. Glenn, new v-p of sales for Crucible Steel Company of America. Since 1927 he's specialized in special purpose steel, which is, in his field, rather like the MD who becomes a psychiatrist. For steel's uses are ever broadening and Glenn has never been limited in his scope of operations. He joined The Central Alloy Steel Corp. in '27, went on to several other steel producers from there. By 1954 he was appointed v-p in charge of sales for Eastern Stainless Steel Corp. But three years later he left Eastern and Baltimore, joined Crucible as manager of stainless steel sales. Strangely enough, the job brought him back to Pittsburgh where he was born. His family had moved to Wooster, O., when he was a schoolboy. (His dad, 83, still lives in Wooster.) Last year he became Crucible's general manager of sales. His fine steel background was rewarded in 1952 when he was for six months loaned to the Government as chief of the Stainless Steel Section, Iron & Steel Division, NPA. He and his wife have twin sons: One is a medical student, the other's in the Army. An outgoing man, he likes fishing, all spectator sports.



#### Zenith's Radio Sales Are Up...

. . . and to keep them climbing the corporation has hired a guy who's steeped in radio and sales. He's C. J. Hunt and his new title is v-p and manager of distribution. Until he joined Zenith, Hunt had called Stromberg-Carlson "home." He'd been with the company since 1928 and when he left he was v-p in charge of radio-TV. (He started as a sales representative and distributor contact man.) Some 15 years ago he was appointed distributor manager of the Radio Division at the company's Rochester headquarters. Later he moved on to such jobs as sales manager, general sales manager and general manager of the Radio-Television Division. Last year he became v-p. He's a man of many outside interests and although he's been active with the Rochester C of C, the Industrial Management Council and the Sales Executives Club, he isn't a "joiner." As he takes over at Zenith the company has announced that profits for the nine-month period ending September 30, were up 94% over the same period last year. Hunt will have to go some to beat that. And he thinks he can.

#### THEY'RE IN THE NEWS BY HARRY WOODWARD



#### "Testing ... One, Two, Three"

The testing, in this case, was done by The Soundscriber Corp. And the sales records of William F. Drake kept coming in from Washington, loud and clear. Drake, a friendly man who genuinely likes people, has been v-p of Soundscriber's sales subsidiary in the capital. He closed so many Government contracts, managed branch office operations so well that his company has just named him its executive v-p. Drake has been up to his ears in office machines since he came out of Dakota Wesleyan University. Before he joined Soundscriber (1949) he had been with International Business Machines Corp. in managerial posts in Rochester and the Middle West. His first Soundscriber job was sales manager for the Detroit territory. Bill Drake is known for his insatiable curiosity about anything happening in the world of commerce and finance, reads incessantly on the subjects. Last year he was chairman of the National Sales Executives' Management Conference . . . Wherever he goes he plays golf and when it's too cold for that he sits in stadiums and watches football games. He has two children, a son in college and a daughter who's married to a medical student. He and his wife have been living in Alexandria, Va.



## How to Get 36 Hours of Work Into a 24-Hour Day

Sales executives who attended the National Sales Executives' Graduate School of Sales Management and Marketing point out policies, tools, systems, devices and machines which are helping them to improve their job efficiency.

Sales executives are finding mechanization, systemization, delegation and improved communications to be practical means for relieving the pains of time-pressure.

Forty of them who attended the management study

sessions held under the aegis of National Sales Executives collaborated with Charles Lapp, associate professor of marketing, Washington University, to develop a check list of ideas for time conservation. Here are the results:

#### Manpower Assistance

Appointment of assistant sales managers or executive assistants with line authority. Decentralizations of various sorts to spread out the work load.

Increased use of secretaries and senior clerks.

Appointment of staff men. Creation of whole new departments to analyze sales, expedite orders, etc.

Other solutions such as hiring more salesmen, hiring specialists, etc.

#### **Use of Mechanical Devices**

Dictation equipment. Business machines and similar equipment (other than electric typewriters).
Telephone including conference-type telephones and automatic answering telephones. Adding and calculating machines.

Projectors. Card filing systems. Territorial maps. Electric typewriters.

### Reallocation of Functions or Changes in Organizational Structure

Establishment of new line functions.
Territorial realignments.
Removal of dead wood.
Creation of special committees.
Breaking out certain functions to make more (smaller) departments.

#### Work Organizers or Planning Guides

Formal—written plans with timetables (calendar schedules, etc.).
Periodic oral or written reporting procedures.
Purchase sales or planning guides.
Arrangement of mail into stacks marked "urgent," "bulletins," etc.
Organizational committees.

#### Systematizing by Procedures and Reports

Salesmen's call reports.
Sales volume reports by territory, by salesman, by branch, etc.

Sales manager's reports on salesmen's activities. Filing systems to compile intelligence data on customers.

Establishment of standard procedures for specific activities of various departments.
Electronic data processing.

#### Establishing and/or Changing Policies

Changes handled by decentralized system.
Changes handled centrally.
Printed notification (bulletin board, etc.).
Personal disclosure.
Use of policy manuals.

#### **Establishing Controls**

Inventory control systems.

Minimization of the control of salesmen.

Expense control through expense budgets and reports.

Instructions to salesmen on time spent per call.

Checking sales against quotas.

Routine checking of salesmen's call reports.

Limitation of funds available for spending.

Ratio analysis (sales/\$ of selling expense).

#### **Provision for Better Communication**

Telephones, intercoms, teletypes and transievers.
Sales meetings.
More formal reports ("Put it in writing").
Better distribution lists for correspondence.
More personal contact.
Open-door policy.
Bulletins.

#### Motivating Others to Assume Responsibility and Control

Personal interviews, field trips, etc.
Money.
Rotation of assignments.
Giving out a maximum of responsibility.
Sales contests based on factors other than volume only.
Praise.
Titles.
Junior executive training programs.

### Training Which Eliminates The Need for Repetitive Controls

General educational programs to teach company policies.
Special training schools.
Crew training programs.
Sales clinics.
Letting assistants take action.
Setting up a control system, publicizing it and abandoning it.



IDEAS TO GIVE AND PRODUCTS TO SELL. Sylvania Salesman Al Yerkes (right) has suggestions to offer when he calls on Purchasing Agent C. W. Schumacher of the Weyerhauser Steamship Co., San Francisco. He talks about P. A.'s problems, tries not to waste time, is eager to be helpful.

## Be Factual...Be Purposeful...Be Organized... If You Want to Sell the P.A.

Never, never forget that the purchasing agent is a specialist. When you understand his responsibilities and his job pattern, you'll know why he cold-shoulders amateur salesmen . . . why he responds to a professional approach.

It takes an expert to sell an expert. The purchasing agent is usually a professional buyer. If we want our salesmen to make a good impression the first time they step into that buyer's office, to be welcome on each subsequent call, and to get the business, we must make sure they are prepared to do a professional job of selling.

We wouldn't care to see a novice sent into the ring with Bobo Olson or Kid Gavilan. We wouldn't want our foreign office to send a school boy to negotiate with Molotov. We should be equally reluctant to send unprepared, untrained salesmen to deal with industry's professional buyers, They won't get their ears beaten off. They won't be cheated. But neither are they likely to get much business.

How can salesmen be prepared to meet the professional buyer—the pur-

#### BY GARLAN MORSE Director of Pacific Coast Sales Sylvania Electric Products, Inc.

chasing agent—on his own level? Basically, in five ways.

Assuming that the salesman is capable, experienced, well-trained with respect to his company, its products and its services, he also needs:

1. To appreciate fully the fact that the man he is approaching is a specialist.

2. To understand the purchasing agent's job.

3. To be able to see things from the P.A.'s point of view.

4. To know what to avoid that would prejudice his approach to the professional buyer.

5. To know what to do that will be advantageous to his approach.

Is the approach to the purchasing

agent different from any other sales approach? Basically, no. The P.A. is different from the rest of us who buy goods and services in only one respect—but it is important: he is a professional buyer. He is buying a vast amount of many different things for many different people. And he is spending his company's money.

It is generally conceded that the one emotion behind every sales obstacle is fear—whether we call it lack of confidence, doubt, distrust, concern, worry, or any other name. When you or I hesitate before we buy that new home, new car, or new suit of clothes, we hesitate because of fear. Fear, let us say, that we are not getting the best value. When we have bought several suits from the same store and the same salesman, that fear subsides and we buy more easily.

Now, let us put ourselves in the

position of the purchasing agent. He is spending someone else's money. His job depends on his ability to select good values. He sometimes has several persons to satisfy. He is buying for his boss, the general manager, the chief engineer, the production superintendent, the accountant, the traffic manager, and on down the line to and including the maintenance man and the plant nurse. All of these people want and need specific things at certain times to carry out their responsibilities.

The purchasing agent is entrusted with large financial appropriations. Has he got inhibitions when a new face with a doubtful approach arrives

on the scene?

The salesman who understands those inhibitions, who sympathetically appreciates the reason for them, will also understand why it is his responsibility to remove them, to allay the buyer's fears, to instill in him a feeling of confidence. He will be prepared to create an atmosphere that is right—right enough so that the professional buyer will be ready, even eager, to listen to his presentation.

Few, very few salesmen can create this atmosphere through personality and charm alone. I am of the opinion that none should try—not when facing the professional buyer, who just isn't going to dissipate his company's bank roll "for good old Joe!"

#### Create Atmosphere

We can depend on creating that right atmosphere only through complete understanding on the part of the salesman-understanding of the man as an individual, understanding of his company's business, and understanding of the man's job: his duties, responsibilities, and objectives. It is not enough for the salesman to know his own job, his own company, his own products, not when he is out to sell the big buyer. He must know as thoroughly that buyer, his company, and his job. He can gain his confidence, come to be regarded as his friend, if he can help him to perform better his function as a buver. The experienced purchasing agent quickly senses whether or not a salesman is there to offer him service, help him, or simply to make a bid for the money he is authorized to spend.

We all know that the purchasing agent's job is to buy goods and services. He strives to satisfy many requisitioners who want specific goods and services at a particular time. He does not want a specific product necessarily. He does want to satisfy his boss that he is getting the best value and the most benefits for

(continued on page 34)

### O. K., Mr. Morse! What Happens When Your Salesmen Call on a P.A.?

It is 8:30 a.m. Pacific Standard Time on this bright morning of December 15. Salesman Jack James has left the San Francisco office of Sylvania Electric Products, Inc., on his way to meet a new prospect for the first time. The prospect is a large company with two manufacturing plants and several branches in Pacific Coast cities. Jack James knows that this firm is a potential customer for lighting fixtures, a variety of industrial lamps, and possibly some specialized products.

Salesman James has learned that the manufacturer has a problem of drying paint on one of his products. He therefore has a plan to solve it through the use of infra-red lamps. James has learned, too, that the manufacturer has an inventory problem and he is armed with a practical suggestion to overcome that.

Elated because a new prospect is always a challenge, he is also confident. His confidence stems from the fact that he works according to a clear policy laid down by his company and with proved procedures for approaching such a prospect. He knows that a number of men in the prospect company will have to be sold before he can expect his first order, but his first appointment is with

the purchasing agent.

He is familiar with this fact as stated by Garlan Morse, Pacific Coast sales director for Sylvania: "We have found that there are many people in an industrial or commercial organization who influence a sale. We are of the opinion that in the final selection of a vendor the operating management and engineer share the decision about equally with purchasing. However, the purchasing agent first makes the decision to consider a particular salesman. For our products, production executives and office management often participate in influencing a sale in our direction."

Salesman James is prepared to do a group selling iob in the present instance, to establish himself and his firm with the new prospect. He realizes that engineering and production will have to be sold, as well as the purchasing agent. But it is his company's policy to get clearance from the P.A. before approaching any other executives in the organization.

His appointment with the purchasing agent is for nine o'clock. He is in the waiting room a little ahead of time. Sylvania teaches its salesmen that the purchasing agent is a professional buyer and must be approached on that plane. Morse points out, "In all our training, in our meetings, in talks with individual salesmen, we emphasize the value of time—the purchasing agent's time, and that of our own salesmen."

Salesman James understands, in this initial contact, the importance of letting the prospective customer know that he is there to help in practical ways. "In the first call on a new purchasing agent," Morse emphasizes, "we believe that it is imperative to win business interest immediately. We do this by a statement early in the approach which indicates that we understand a particular need and have a proposed solu-

tion for it."

James' lead in the present call? "Mr. Purchasing Agent, we have developed a plan which may help you to substantially reduce your inventory of 'X' material without jeopardizing your production program." His reason for opening with inventory reduction, rather than the drying paint problem: his research has convinced him that inventory reduction is uppermost in the mind of the P.A. He expects to lead into other subjects when he is sure he has the attention and confidence of the buyer.

He does not take much in the way of sales tools on the first call. "Our best tool for purchasing agents is understanding of their job," says Morse. Salesman James has absorbed this approach thoroughly. In Sylvania's sales training program an entire conference is devoted to the purchasing agent. The company's salesmen get a good grounding in the details and responsibilities that make up a buyer's day. One "tool" in this training is Sylvania's own purchasing department. Morse points out that giving salesmen a thorough understanding of their own company's purchasing procedures helps them to gain a realistic view of any purchasing agent's job.

Having won the interest and confidence of the P.A., Sylvania's salesmen never lose sight of the fact that he remains their No. 1 contact. Exception: If the P.A. "has definitely

cleared other channels."

As a result, Morse can say, "Our batting average with new accounts has improved appreciably since we began to emphasize the proper approach to the P.A."

The End

#### Sell the P. A.

(continued from page 33)

his money. He wants his purchase to be a good one. His purchases normally fall into two major categories:

- Purchases for the production line or for direct use in the product or services his organization sells or provides.
- 2. Non-production items, such as office and factory supplies, soap, wax, lubricants, stationery.

In purchasing for the production line, he frequently requires technical guidance not only from the salesman who is calling on him, but also from nis organization's technical and production people. Perhaps the real buying decision will be made in the laboratory or the plant and not in the P.A.'s office. However-and this is important-unless he has approached the P.A. successfully, the salesman may not get the chance to present his case in the laboratory, plant, or general office. Most newly created sales are born somewhere other than in the P.A.'s office. The salesman can get to that important somewhere only through the P.A. Or. should we say, that is the sure way to get there a second, third, or fourth time.

The purchasing agent is not a security guard to keep us out of the plant or general office. But he does have the responsibility of screening salesmen so that only those with a real message will get to other executives.

Every salesman should be thoroughly familiar with the major duties and responsibilities of the expert he is out to sell. He can do an expert selling job only by keeping these constantly in mind. The purchasing agent:

- 1. Plans the purchasing program for production material, equipment, and supplies.
- Supervises the combining of requisitions for similar materials and supplies for cost and service advantages.
- 3. Directs the placement of orders for what he believes are the best values for his company.
- Searches out and investigates new and substitute materials and services.
- 5. Interviews representatives of vendors.
- 6, Keeps informed on market conditions, including prices and availability of materials.

7. Strives to keep inventories balanced and at proper levels.

It cannot be overstated that the more thoroughly a salesman understands the purchasing agent's job in general, and that of the man he calls on in particular, the more successful he will be in planning his approach and getting off to the proper start with him.

The purchasing agent's activities are geared to the plant's production. The very nature of his work requires that he handle a vast number of details. For this reason, he rarely has spare time on his hands. Realizing this, the salesman can employ consideration and so help himself to get off on the right foot.

What kind of salesman will be most likely to make a hit with the expert, the specialist in buying, whom we have been analyzing? I would say he is one who...

. . . uses judgment in the time of his calls.

. . . makes an appointment when a lengthy presentation is necessary so that the buyer may schedule his time. . . . times the length of his call correctly.

... keeps his promises to the letter.
... makes other contacts in the plant through the purchasing department.

. . . has his sales facts well organized; presents his case clearly, concisely, completely.

. . . shows interest in solving the buyer's problems.

. . . is able to offer services and little extras rather than just take orders; he studies the buyer's problems and suggests solutions.

. . . gives accurate market infor-

. . . guards against wasting the buyer's time on general conversation—baseball, fishing, the weather,

The salesman who constantly reminds himself of these and other characteristics a purchasing agent likes in a salesman, rarely likely finds himself unwelcome. Add to this realistic desire to be of service a true understanding of the purchasing agent's role, and the salesman's chances of making a successful approach are immeasurably improved.

Such a man will be constantly aware that a sales approach is everything that happens with his sales plan from its conception up to the moment when the P.A. savs; "OK, let's hear your story." The very brief space of time between the prospect's office door and his desk is crucial.

The salesman who would meet the expert buyer with an expert selling approach never gambles on person-



#### About Garlan Morse ...

The Pacific Coast director of sales for Sylvania Electric Products, inc., is a transplanted Easterner. Born in Marblehead, Mass., May 12, 1912, he was educated in Marblehead schools and graduated with a B.S. in Economics from Tufts College in 1934.

He joined the Manufacturing Division of Sylvania at Salem, Mass., in 1936, after serving two years in the Merchandising Division of William Filene's Sons Co., Boston.

Three years later Morse was assigned to the New England district as a sales representative and in 1942 became a national accounts representative handling special products. The next year he was promoted to district manager for Lighting in Philadelphia and returned the following year to Salem as merchandising manager for the lighting division.

The move west came in 1949 when Morse was sent to San Francisco to assume his present position. As Pacific Coast director of sales he is top corporate authority in the Western region comprising California, Oregon, Washington, Idaho, Montana, Utah, Nevada and Arizona.

He is vice-president of the San Francisco Sales Executives Association and a director of the Northern California Electrical Bureau. He is a member of the American Management Association, the California Golf Club and the San Francisco Commercial Club.

He is married and lives with his wife and four children in Burlingame, Cal.



Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said "Heck, I haven't even got time to farm as well as I know how to now!"

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help reduce the guesswork that sometimes impairs results. Like this:

1. We find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your potential customers. We find out why your customers and prospects feel as they do.

2. Then, and only then, we determine the best advertising approaches and appeals best calculated to improve the viewpoints and reduce the confusions that obstruct low-cost selling.

This agency is equipped to work with any sales executive who wants to make sure his advertising theme is right, but doesn't have time to do it himself! If you'd like to see how "Ditch-Digging" Advertising procedures have done this for other sales executives, just let us know where and when.

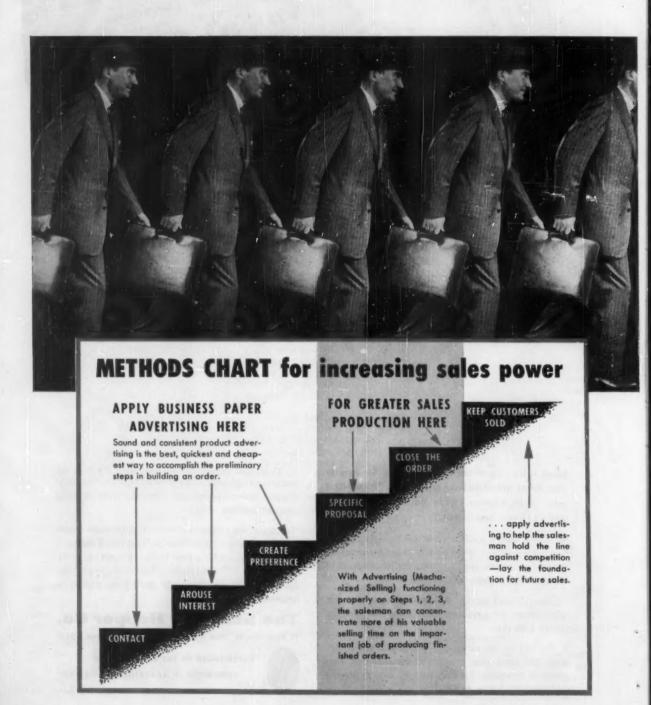
#### The Schuyler Hopper Co.

12 East 41st St., New York 17, N. Y. • LExington 2-3135



"EXPERIENCED IN THE REDUCTION OF GUESSWORK IN ADVERTISING & SELLING"

## SIX SALES STEPS.



## . and the race for the order



Today, few salesmen can cover territories at full speed—reaching buyers just when they are ready to sign—and still handle all the steps needed to ferret out and condition new prospects.

Of course, getting signed orders is your salesman's primary job. But what of the "conditioning" steps? How can they be handled without jeopardizing immediate business?

Business Publication Advertising saves your salesman's time on the preliminary steps to new sales. It introduces prospects to your company, develops interest in, and a preference for, your product or service. For pennies per call, your advertisement in business magazines will reach new prospects with the same story your salesman tells in his early visits. Then, when your salesman calls, he has more time for making specific proposals and closing sales.

We call such advertising "Mechanized Selling." For, just as modern machines speed production, so business publication advertising speeds selling by giving salesmen the mobility they need to keep abreast of today's selling job.

You might like to see a copy of the 20-page McGraw-Hill booklet, "Orders and How They Grow." It takes a realistic view of what advertising does—and can do—for the men who sell. Your McGraw-Hill man will gladly provide you with a copy.

### McGRAW-HILL

PUBLISHING COMPANY, INCORPORATED



330 WEST 42nd STREET, NEW YORK 36, N. Y.



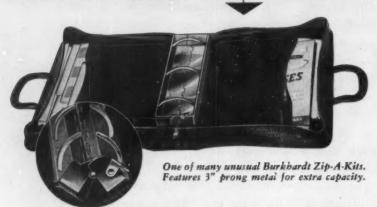


OVER A MILLION MEN IN BUSINESS AND INDUSTRY PAY TO READ McGRAW-HILL BUSINESS PUBLICATIONS

### Burkhardt 7IP-A-KITS

give your salesmen MORE PRESTIGE . . . MORE PRODUCTIVITY!





Sales managers know that tired looking sales material, catalogs and carrying cases are deadly to sales.

And that's where Burkhardt Zip-A-Kits come in! For Zip-A-Kit cases are tailored to fit your every selling need . . . keep contents new and fresh-looking. Whether a simple interview . . . or a long selling campaign . . . they help your salesmen tell a logical, convincing story every time. That's because they keep every piece of selling information in exact, compact, easy-to-reach order.

And talk about keeping up appearances! A complete line of top grain cowhides and vinyl coated Burvyl in scratch, stain and perspirationresistant finishes. All wear spots reinforced for longer wear. Every case is sewn with heavy duty thread for extra protection against tearing or ripping.

Best of all, Burkhardt Zip-A-Kits are available with instant-action post, prong and ring metals which permit flat opening and fast, easy page changing of catalogs and other loose leaf literature. Whether you need a 1" or a 6" capacity, there's a Burkhardt style to fit your requirements and budget.

You'll find Burkhardt Zip-A-Kits build prestige . . . build productivity for your salesmen. Write for free copy of our new catalog. It gives complete facts on , styles, prices and uses!

Binders to American Business since 1911 545 WEST LARNED . DETROIT 26, MICHIGAN

Name	Title			
Company				
A'ddress				
City	Zone State			

ality alone to carry him through. He will be prepared to talk to the P.A. immediately on the level of his needs and interests, well aware that this is the only way in which he can feel confident and, hence, impart a sense of confidence to the buyer.

When he walks up to his prospect, well-prepared, eager to serve, he will not start out with his "feet in the bucket," muttering some such weak remark as "Happened to be in town this week so I thought I'd drop in— blah, blah." No. A thousand times, no! If he can't think of anything better to say, he might try this:

"Mr. Jones, I specifically made this trip here today because I want to help you solve a problem." Better yet: "Mr. Jones, my company has a program that can help you keep your stocks better balanced. May I describe it?" (Hear the P.A. say, "Go ahead!")

Or: "Mr. Jones, are you interested in a 10% saving in maintenance stocks?" (He is.)

Or: "Mr. Jones, may I tell you about a new product that may save your company \$5,000 a month?"

(He's got to say yes.)
Or: "Mr. Jones, would you like to speed up deliveries to your factory by 48 hours and consequently reduce raw material inventories?" listen.)

Can you predict the fate of the salesman who walks in on our expert buyer with a starter like:

"My name is Smith from A.B.C. Co. and I certainly appreciate the opportunity to talk to you—blah, blah."

"Sure was a great week end. Do you play golf?"
"Say, Mr. Jones, could you step

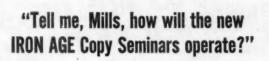
out with me for a cup of coffee?"

#### Poise Needed

The salesman with poise-and no other should be sent to tackle industry's professional buyers-will avoid all such banalities. He will not even be fazed by the hard-to-reach really stand-offish P.A. I've seen this work well on such a type:

"Who in your company, Mr. Jones, should I inform about a new machine designed to reduce production costs by 12%?"

A first call on any buyer is of prime importance. Every opportunity must be taken to build his confidence in us, even though no immediate order is in sight. He may honestly not be in a position to buy from us the day the call is made . . . but the salesman can prepare the ground for the time when a requisition for his product will reach his desk. The End



L. R. Canfield, Vice President Griswold-Eshleman Co. talking . . . Mills Shepard about to answer

"Well... they'll be pretty informal. And deliberately so. Say we're in the meeting room. I'll be somewhere up forward with a pile of exhibits and a blackboard. Spread about the room, perhaps around a table with paper and pencils — a good-sized group of IRON AGE advertisers. To get the ball rolling I may start by reviewing readership scores on headlines. A question from the floor — 'What about long heads?' So I dig out some examples, good and not so good. You—any participant—might interrupt at this point with a pertinent remark from your own experience. Then we might get into body copy, picture handling—the various components of an advertisement. But remember—I'm on deck as a research man. You advertising men are the creative people. It should be a productive combination."

## **IRON AGE**

BPA A CHILTON PUBLICATION

CHESTNUT & 56th STREETS, PHILADELPHIA, PA.



### **Candles Melt Seasonal Curse**

The American housewife, who once bought candles for Christmas and birthdays only, now dines by taper glow at least once a week. Here's what one candle concern—Will & Baumer—did to brighten its year-round sales.

Up until a few years ago the only time you ever saw candles burning in homes was during Christmas, at a birthday party—or when the electricity failed. Only the wealthy or social-minded regularly indulged themselves with fancy dinner candles.

But, nowadays it's commonplace to see a young housewife complete the family shopping by stopping at a super market candle display to select a package of dinner tapers.

Candles, in short, no longer belong exclusively to the carriage trade. They've become a part of the average American's dinner table. And the big changeover has come about in the past 10 years.

There are no sales figures available, because the candle industry is a highly competitive craft. There are some guesses, however, and they show a mounting curve. The industry reckons, for example, that over 50 million U.S. families have at least one meal or special occasion each week graced by candlelight.

The country's largest candle manufacturer, Will & Baumer Candle Co., Syracuse, currently celebrating its 100th anniversary, uses another yardstick. Leonard P. Markert, vice-president in charge of sales, estimates that annual sales for 1954 were 5½ times what they were in 1946 — a flush year. Almost 50% of the firm's total output went into the manufacture of 12 million pairs of dinner candles. Church and novelty candles accounted for the rest.

How did all this come about?
The basic cause, of course, is the same one that has enabled other manufacturers of quality products to broaden their markets. It's the prosperity of the past decade, which has enriched the middle-income groups, boosted the nation's standard of living.

Today, hordes of city dwellers have

settled in the suburbs to enjoy more of the finer things in life. A big part of that picture is more cordial family living, filled with evenings devoted to entertaining at home. And what symbolizes festive good times better than candles?

There are other factors behind the big boom in candle sales — some of them deeply psychological. Most women, for example, rightly believe that candlelight not only enhances table settings or mantelpieces but adds to the good looks of the hostess. Candle light is notoriously flattering.

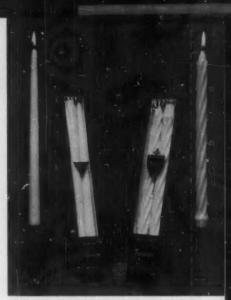
Of course, candles have a long and varied history. They play especially important roles in the worship services of the Roman Catholic and Episcopal churches. Moreover, man has always been heartened by candles, using them to express the most profound and formal moments in his life — weddings, birthdays, holidays, and funerals.

What really put candles into everybody's home was a sales program Markert evolved shortly after World War II. He realized that Will & Baumer's conventional sales policies weren't fulfilling their potential. At the time, most candle manufacturers were content to sell candles in bulk through specialty department, gift, or stationery stores.

Dealers were offered a galaxy of shapes and sizes (over 3,000). Six basic sizes, ranging from eight to 24 inches in length, were then available.

"It was the cracker barrel era," says Markert, "and although candles of hundreds of different shapes and colors were distributed and displayed in bulk, most dealers tried to sell them as individually wrapped items."

them as individually wrapped items."
Although Will & Baumer offered dealers 30 colors, only a few were popular. Too many retailers, after ordering a case of candles of uniform



PACKAGING and styling went a long way toward helping Will & Baumer sell 12-million pairs of dinner candles in 1954. Sales that year were 5½ times 1946 volume. Dinner candles make up about 50% of the company's total annual output.

color, sold little more than a fraction of them. Reason: catering to too small a segment of the market (less than 5%) by appealing just to people who wanted particular shades. Fading was also a problem. Any two batches of identical candles might—in six months—vary considerably in shade.

A candle manufacturer, at first glance, may seem to be marketing a product which, in spite of variations in color or design, has the same basic uses. This was the first impression Will & Baumer decided to correct. To Markert candles are similar only if the ultimate use to which they are put is disregarded. "For example, a woman buys dinner tapers to decorate a table setting," he says, "and novelties to set a party decor. The two types are as different as night from day."

First step, he felt, was to clarify what segments of the candle market Will & Baumer should aim for. After several executive committee huddles, two goals were set: To appeal to the mass market by making available an inexpensive and broadly distributed line, and to penetrate—even further — the upper-income groups with a high-quality line for special occasions — weddings, anniversaries, formal dinners.

In the mass-market category were placed cake, hand-dipped, and paraffin utility candles. Quality hand-dipped dinner, novelty, and specialty candles (bridal, patio, candles) were earmarked for the selective group.

### **Detroit Means Business**

... Like Never Before

Chrysler May Hike Billion-Dollar Plans \$9.5 Billion Sales Sets GM Record

700,000 IN 1956

Pontiac Output to Rise 20 Pct. The Detroit News

4,500 Home Development Launched in Clinton Township, Macomb County

30-MILLION EXPANSION PLANNED BY U.S. RUBBER

Ford's '55 Earnings Break All-Time Mark

Chrysler Net Rises; 3rd Best in History

Rouge Workers' Average of \$109 Weekly Tops Ford

CHEVROLET OUTPUT

Gain of 10 Pct. Sighted for 1956

GM Reports 1955 Payroll Highest Ever Headlines proclaim this year as the most prosperous in the history of Detroit's automotive industry. Economic forecasts, business surveys, and billions of dollars being spent for expansion indicate years of continued high production ahead.

Greatest single sales-medium in the Detroit market is THE DETROIT NEWS—with the largest total and trading area circulation, carrying twice as much advertising linage as either of the other two newspapers. For over one-third of a century, THE DETROIT NEWS has been among the top ten newspapers of the nation!

Largest Weekday and Sunday Circulation of All Michigan Newspapers
Weekday . . . 456,189 Sunday . . . 563,038 ABC 3/31/5

The Detroit News

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, III. • Pacific Coast: 785 Market Street, San Francisco, Calif.



Will & Baumer then decided to go straight to the consumer to find out exactly what was wanted. A professional color clinic was called in to interview 176,000 women shoppers—piling up a backlog of over 600,000 answers. Based on the clinic's findings, 15 fadeproof colors were chosen as the most wanted by 98% of those interviewed. White, red, old ivory, yellow and blue, in that order, led the choices.

The consumer could now buy candles for use rather than color and standardization simplified dealer selling by eliminating the slow-moving items. Although the present line encompasses over 300 different types of candles, most of them fall within the dimensional requirements of one of four general categories—a fact that has helped candlestick manufacturers to standardize their products as well.

Will & Baumer jumped into mass marketing with a flourish. In the past, if one store in a city had carried the mass line, the company felt the sales situation for that town was adequately covered. Today, however, the goal is to put candles into every possible grocery or specialty store.

Selling the super markets called for several unusual techniques for such an old-line firm. To satisfy the need for self-service merchandising, Will & Baumer designed a crushproof package for a pair of dinner candles. Other sales tools—talking signs (cards inserted in the front tiers of grocery or drug store display racks) and checkout displays—were used.

Changes were the cards for the department stores, too, where candles customarily had been placed in china,

#### New Field for Foil

In recent months Reynolds Metals Co., Louisville, Ky., has used one of its products—aluminum foil—to carry its advertising message in several magazines. This innovation, which calls for careful and complex printing production, has created considerable excitement among advertising folk and the public alike.

Now, McCali's magazine has come out in its December issue with an editorial insert—the first—printed on aluminum foll. It is a special nativity scene cut-out in four process colors and white which makes up into a three-dimensional creche.

#### POPULATION IS PETTY

There is more to population than people, reports GM Folks, house publication of General Motors Corp. It cites the facts that other U. S. residents include: 22½ million dogs, 26½ million cats, and (if they stay out of the way of the cats) some 9 million parakeets and 6 million canaries. Added up the figures represent 64 million mouths (or beaks) to feed and a tremendous market for perches, cages, leashes and catnip.

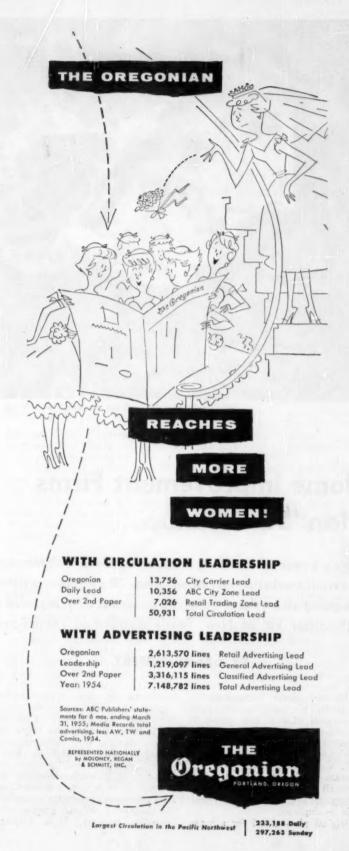
glassware or lamp departments. One store even displayed dinner candles and pots and pans together. These areas, of course, didn't help impulse sales, without which candles just won't sell. To correct that Will & Baumer developed a candle bar, an arrangement of shelves and drawers for displaying and storing an entire line of fancy and novelty candles. These bars have bolstered department store candle sales, especially in the bigger cities.

Will & Baumer's mass-marketing sales campaign has been helped by a strong sales force. For covering Canada and the United States there are six regional offices and warehouses. At Montreal there's also a manufacturing company. Each zone manager directs the activities, in effect four different marketing programs: novelies, fancy-mass, fancy-selective and religious.

Another aid is magazine advertising. Will & Baumer regularly uses such periodicals as House & Garden, Vogue, Holiday and The New Yorker to establish brand identification among the taste makers — those women who set an example in the art of family living.

Christmas, of course, is the apex on Will & Baumer's sales curve. But the boom in candles doesn't stop there. Add the volume derived from other major holidays — New Year's Eve, Valentine's day, Easter, Halloween, and Thanksgiving. More than three million birthdays occur each week; an equivalent number of anniversary celebrations take place weekly, too. Of the country's 53 million families, 30 million fall within the middle and upper classes—the people who entertain at home.

It all adds up to a tremendous market for candles. The End





"Don't sell the paint, sell the pleasure," will be one OHI watchward.

# Home Improvement Firms Plan '56 Cleanup

Here's a race where fixing is encouraged—a maintenance materials marketing marathon. These 22 ways competitors are going all out for themselves, cooperatively, make up a high-caliber list of New Year's distribution resolutions.

#### BY GRANT JEFFERY

Operation Home Improvement is potentially "the biggest industry-wide promotional effort in the annals of American business," claims F. Stuart Fitzpatrick, manager, construction and civic development department, U. S. Chamber of Commerce. Its program, "'56, the year to fix," unites all building industry factors in a campaign which no one firm could begin to duplicate.

Original plans called for a home

improvement week or month but agreement on the date could not be obtained. Then Albert M. Cole, administrator, Housing and Home Finance Agency, won Administration approval for a "Home Improvement Year" which he will proclaim on January 16. Early underwriters included the three firms represented on the movement's executive committee by Andrew J. Wyatt, general merchandise manager, U. S. Gypsum

Co.; Paul B. Shoemaker, v-p, sales, Masonite Corp.; and Melvin H. Baker, board chairman of National Gypsum Co. Industry associations also sit on the committee headed by the U.S. Chamber's Fitzpatrick.

An executive director has been lent to the campaign with salary paid by Time, Inc. He is John Doscher, assistant to the publisher of *Life* and a nephew of Fen K. Doscher, v-p, sales, Lily-Tulip Cup Corp.

Voluntary underwriting by manufacturers has been at the rate of \$5,000 for \$100 million or more gross sales and less proportionately. But the program's \$100,000 budget represents only a fraction of its resources. Better Homes and Gardens has a year-long home improvement contest scheduled for 1956. Other consumer magazines which have held meetings to plan strong editorial backing for Operation Home Improvement are

# How to beat last year's sales figures

E very successful sales stratagem has two common denominators: A good plan . . . and people determined to carry it out. If you want to beat last year's figures, Cappel, MacDonald can help on both counts.

Our broad experience provides the pattern and our expert staff frees the time needed to develop sound plans.

Our incentive campaigns spark distributors, dealers and salesmen with more determination than any other method known to sales management.



Last year, 4,000 C-M clients got results similar to those reported by a maker of pressure sensitive tapes:

The campaign retained the enthusiasm of the salesmen and their families and brought a 141/2% increase over the same period last year. We accomplished the purpose of getting the men to demonstrate these products on their calls."

#### Reason: Human Nature

Basic principles of psychology explain why C-M plans succeed where commissions and other cash rewards fail. A man gets tired of paying bills; he longs for honor, recognition, luxury, a chance to play hero at home.

We offer him what he wants mostluxuries he'd hesitate to buy, beautiful gifts for his wife and family, a chance to thrill friends with tales of Paris, Havana or other exotic cities.

We supply prizes to suit every campaign budget and every level of ability and taste. We provide a direct mail campaign to stimulate the interest of participants and their families. We handle every detail and provide management with a complete plan based on 34 years experience.

#### Sales Cost is low

Plans are virtually self-liquidating. Prizes are billed as they are wontravel at carrier-resort rates, merchandise at wholesale prices. Printing is charged at cost. Normal distributor and travel agency discounts pay for the highly specialized services of our 400-man staff,

When you use this free C-M service, you get better results . . . with less payroll expense and less time lost from other duties. So don't delay; investigate this commonsense plan for increasing your 1956 sales.

Get the facts now . . .



If you want to start building sales now, a letter or phone call will bring the nearby C-M representative to your office. No obligation, of course.

If your interest is long-range, you'll find valuable tips on motivating men in our free brochure, "Who's Selling Who". Get a copy for your files.

Write on your letterhead to CAPPEL. MACDONALD AND COMPANY, DEPT. R-12, DAYTON 1, OHIO,



Take the airway to incentive success

Even if your job is tough or your men slow to respond—air travel will get sure-fire results. The world-wide C-M staff will anticipate every problem and arrange every detail, including flowers, parties, sports events and other glamor extras. Your company's reputation as a host is safe in the hands of Cappel, MacDonald and its associates.



### CAPPEL, MACDONALD AND COMPANY



Dayton, Ohio Offices in all principal cities and Canada

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES

Advertisers please note:

# head in the clouds advertising

won't sell the man with his "feet on the ground"



You leave the cloudy realms of whim and fancy for the firm ground of a common sense sales program when you entrust your advertising to Sidney Clayton & Associates.

You'll find we believe in integrated marketing and advertising programs . . . from start to finish. Market facts, sales coordination and fresh, basic ideas expertly executed . . . these are the roads we take to market your product to more customers, to sell the man with his "feet on the ground".

Even your advertising budget stays down at Sidney Clayton & Associates. We plan your advertising as if the dollars we spend are our own. In fact, the only thing that will soar upward, should you appoint us to serve you, is your sales curve.

Want more facts? Write for your copy of our brochure, "Advertising And Your Market Franchise".

### Sidney Clayton & Associates

ADVERTISING

75 East Wacker Drive Chicago 1, Illinois DEarborn 2-3732

A young, flexible organization of advertising and sales promotion specialists serving advertisers with moderate budgets.



COMPETITORS like U.S. Gypsum and National Gypsum will unite in displaying this golden eagle in their 1956 advertising and sales promotion. Its wide use may run its blue predecessor of N.R.A. a close second in popularity.

Look, The Saturday Evening Post, Collier's, Life, McCall's, Woman's Home Companion, Reader's Digest, Good Housekeeping, The American Home, House Beautiful, House and Garden, and Living for Young Homemakers.

House Beautiful's entire February issue will be tied in with OHI and the February American Home will devote 11 pages to it. Collier's of January 20 will discuss the operation on its editorial page. Radio and TV plans are being made and three major mat services will distribute editorial features as well as the seal and sales aids.

"All the help that Sears, Roebuck & Co. can give," has been promised by Theodore V. Houser, board chairman, who will build a do-it-yourself promotion around OHI.

It is part of the movement's versatility that it will not urge the buying of specific products. Under the watchful eye of the Better Business Bureau, any producer, distributor or retailer who desires can use the seal and slogan and channel the general publicity to sell his own products or services. To help in this, literature, display kits, films and speakers are available from the operation's headquarters, 10 Rockefeller Plaza, New York 20.

Banking and savings and loan interests are another segment of American business that is keenly interested in OHI. Home builders and sellers of major home equipment will urge prospects to seek financing if necessary and mortgage values will be improved by dollars diverted to maintenance.

Consumer publicity and retail advertising—to be promoted by practically all the country's newspapers—are being held up for first-of-the-year impact. Announcements are already beginning to appear in such business papers as Practical Builder and Building Specialties & Home Improvement Dealer.

American Builder recently treated its readers to some constructive criticism on how repeat sales can be crowded out by methods of making the first sale. Under the heading "We're not competitive," it charged: "We have been too prone to give the impression that once a home is built of good, sound materials it will stay that way forever. OHI . . . is a determined move to make Americans as conscious of the appearance and operation of their homes as they are of their other possessions."

Since no financial outlay is required for relating a sales campaign to the home improvement drive, OHI leaders see no reason why every reputable firm in the field should not tie in. By February, they expect to see the golden eagle in the majority of building supply advertisements. Firms do not even have to let OHI know that they are cooperating and no tally is possible other than the 15,000 news letters the group distributes to interested company men—many of whom are in the same organizations.

The firms whose activities are here reported have expressed varying degrees of enthusiasm for OHI. Some are among the nearly 40 who so far have made financial contributions. Some, like J. D. Elgin, National Gypsum's director of advertising and sales promotion, have "something big" planned "all along the line" for the first of next year, but "won't talk." The majority want to do something but are not sure how to promote OHI except through their normal channels. All too many "haven't found time to consider it yet."

In addition to many industry associations, OHI's list of underwriters includes such well known firms as Celotex Corp., Pabco Products, Inc., Skil Corp., Johns-Manville Corp., Ruberoid Co., Weyerhaeuser Sales Co., Kaiser Services, Certain-Teed Products, Inc., National Chemical & Manufacturing Co. and Armstrong Cork Co.

Unless otherwise indicated, the activities here reported are of the "normal" variety. Some of the firms are OHI bellwethers, others are still only prospects. Individually the sales techniques represent small gains in efficiency but cumulatively they can become major gains. They provide a quick check list against which marketing operations in any industry can be compared profitably.

SALES MANAGEMENT'S spot check of what is being done necessarily misses some of the major contributors to OHI because their detailed over-all plans are not yet ready for release. Reynolds Metals Co. and The Celotex Corp. are in this class. Only one of the corporation headquarters approached turned a definite thumbs down on the project. Pittsburgh Plate Glass Co. observed that any participation would be entirely up to each retail branch on a local basis.

In-plant training for distributor salesmen. This technique which is common in the industrial field has been adapted by Craft Bilt Manufacturing Co., among others. A producer of enameled aluminum sheets for awnings and car ports, it invites manufatcurers of these products, dealers, distributors and salesmen to be its guests and "learn how to make profits." As OHI gets rolling, the collect calls to set up such sessions at its Philadelphia plant will probably become more frequent. But CB's offer stands, "We'll pay all your expenses exclusive of travel costs.'

Training in the field. Although making the rounds of distributors is hard on a manufacturer's training staff, it speeds the job and is least disruptive of distributors' operations. A Dallas customer of Owens-Corning Fiberglas Corp. offers its distributors and dealers "quick, easy" initiation of their representatives into the mysteries of fiberglas and metal folding awnings, marketed under its name Ron-del.

Hold distributor meetings. Masonite's Paul Shoemaker has area managers and salesmen take over distributor sales meetings at regular intervals. Each week, from three to seven or more distributors receive this service. Less consistently, Masonite representatives stage dealer meetings. These personal contacts provide one of the major channels through which the firm will shove the OHI theme marking all its 1956 advertising.

Visual presentations. By this medium, J. H. Binns, general sales manager, Floor Division, Armstrong Cork Co., helps both topnotch and less good speakers put over the same best story on the firm's new self-installation linoleum. Although the product has been cut into two-foot widths to simplify handling, the know-how must effectively filter through to the purchaser. Heavily illustrated literature with "every detail in pictures" is his solution. He uses retail business magazines like Floor Covering Profits to inform dealers of merchandising aids and concludes his message with, "If your Armstrong wholesaler has not vet shown you the full details, call him in right away."

Salesmen make calls with distribu-From its plants in tor salesmen. eight states, Duralloy Manufacturing Co. sends representatives to set up distributors' operations, "show them how to follow through and stay with them until they've got it pat." Besides its national advertising, Duralloy helps distributors with free mat service, radio and TV scripts and literature on its lines of aluminum doors and windows.

Correspondence course for distributor salesmen. Sales meetings or calls made with distributor representatives by one manufacturer's missionary are likely to be forgotten after a few more manufacturer's men have been along. A correspondence course for distributor salesmen can multiply sales by keeping a manufacturer's line fresh in their minds. Such a course need not be mailed to individualsalthough this is highly desirable-but can be presented in a numbered series of business paper advertisements. This is a technique Victor Tool & Machine Corp. has found effective for promoting its Sun Control aluminum

Direct mail to dealer or distributor salesmen's homes. Under Harold Sadler, v-p, sales, U. S. Gypsum Co., 600 district salesmen aim at establishing this type of personal tie with "trade factors" as well as customers. They cultivate architects, contrac-tors, builders, masons, plasterers, lathers, master carpenters and roofers-all of whom determine dealers'

Use get-acquainted photographs. I. M. Krohn, Jr., v-p, sales, Clopay Corp. has been selling his sales force as well as Clopay shades in a series of business paper advertisements. Each full-page insertion is presented as a four-minute visit with a particular Clopay representative in which he demonstrates pictorially some of the product's features and the drawbacks of "old-fashioned shades."

Season - All Sales Corp. intro-

### Stickin' Aroung with KLEEN-STIK

#### By Gum, It's Wonderful!

What's wonderful? KLEEN-STIK, of course! This modern method of adding "stickability" to P.O.P. advertising actually inspires clever ways to get more sales messages posted . . . makes displays get up and sell! Lookit these inspired uses:



#### Sure Cure for "Gum-itis"

Sure Cure for "Gum-itis"

These novel "Gum Disposal" pads by WESTERN PRINTING CO., Tulsa, solved a "sticky" problem for restaurants and cafes. Pads of 50 are backed with super-stickin' KLEEN-STIK—easy to peel and press in place on table tops, napkin holders, counters, and similar spots. The eight amusing "characters" not only keep gooey wads off the underside of tables and chairs, but also carry a "plug" for Western's printing services. This "slik trik with KLEEN-STIK", sparked by Western's CURTIS L. CORY, won honorable mention in the Printers & Lithographers Self-Advertising Contest.



#### "Bullseye" for BORDEN's

To boom sales for a whole "family" of BORDEN's dairy products, ad agency TRACEY-LOCKE, INC. (Dallas and Houston) conceived this Day-Glo-bright idea of peel-and-press ice-box stickers. Each product is promoted on an individual miniature poster, encouraging retailers to feature the whole flock on a single cooler. Bang-up aging retailers to feature the whole flock on a single cooler. Bang-up printing in one color, with a second in "DAY-GLO", silk screened by LEM RAMSEY CO. of Dallas. Strips of handy KLEEN-STIK "D" TAPE (supplied by CAR-PENTER PAPER CO.) are attached right in the printer's plant, to hold the flashy display job "on the job."

Don't get "gummed up" for lack of a selling idea. Just shuffle through the stimulating "Idea Kit" of **KLEEN-STIK** samples your regular printer or lithographer can show you. Or write for our free "Idea-ofthe-Month" service to start things poppin' in your own head!

#### KLEEN-STIK PRODUCTS, INC.

7300 West Wilson Avenue • Chicago 31, III. Pieneers in pressure sensitives for Advertising and Labeling OBJECTIVES: To keep sales leadership in the Sanitary Fill method of refuse disposal and increase the number of cities using this method and International-Drott equipment. SCHEDULE: Two-color pages in three business publications

RESULTS: "Sales directly traceable to this advertising c tinue at the rate of \$25 for every \$1 spent. More put officials and sanitary engineers accept the method, m cities are using International equipment and Sanitary I

THE ASSOCIATED BUSINESS PUBLICATIONS Founded 1906 - 205 East 42nd St., New York 17, N.Y.

AGENCY: Leo Burnett Company, Inc.

disposal than ever before."

How International Harvester uses ads in businesspapers to retain sales leadership duces distributors of its doors and windows to retailers in this way. Six or eight distributors make their bow in each trade paper insertion under the headline, "It will pay you well to get acquainted."

Direct mail handled for distributors. From seven cities in the United States and Canada, Nash Manufacturing Co. conducts direct mail and other advertising campaigns for distributors of its jalousies, screens and related products. They pay only the postage and receive "a professional advertising agency's service free of additional charge for their own pro-

A retailer house publication. John T. Lorick, director of advertising and sales promotion, Congoleum-Nairn, Inc., was in the delegation that sold OHI to Sears. One of the major channels for presenting the OHI story to flooring contractors is the firm's contractor house publication with a circulation of 30,000. U. S. Gypsum is featuring the promotion in its Business of Building which goes to 150,000 dealers, architects, contractors and builders. Among them are the 112 lumber yards of the Long-Bell Lumber Co. that plans a year-long OHI promotion.

Many companies and groups such as the American Bankers Association have been keeping customers and members posted by mailing them the OHI Newsletter, available at cost in any required number.

Pass on sales techniques. What is gravy for one distributor is usually gravy for all of them. On this theory, Remington Aluminum Window Corp. disseminates successful sales techniques. The firm keeps sales consultants in the field, constantly working with distributors to help them to secure and train more effective salesmen. Advertising and engineering consultants are also made available on request.

Provide practical demonstrators. A floating brick is part of the stockin-trade of Linde Air Products Co., Division of Union Carbide & Carbon Corp. It demonstrates the water-repellent features of C-25 silicone for coating masonry. Retailers as well as distributor salesmen are often furnished with half-and-half samples by paint companies. Harold Enoch, general sales manager and advertising manager, Technical Color & Chemical Works, makes wide use of dis-plays featuring a "doll-size" refrigerator. One half is yellow and cracked but Red Devil enamel is credited with the spotless beauty of the other half.

Talk up advertisements. Through memos to field managers, William Hunt, v-p, sales, U. S. Plywood Corp., helps them to keep distributors and distributor salesmen posted on what the firm is doing promotionally. Otherwise many of the salesmen who see only a few publications may not appreciate the backing they receive. Like other companies tving in with OHI, U. S. Plywood will feature the gold eagle seal in its advertising and displays. Wherever possible, it will relate the campaign to all its normal marketing channels, including deals and sales contests.

Merchandise all publicity. Operation Home Improvement sets its member firms a good example in this regard. Each Newsletter contains a collection of free publicity received. The wide editorial use anticipated for the OHI seal probably could never be duplicated by a firm's private crest but a seal for customers to use in their own advertising is a step in this direction. The familiar, starry ALCOA shield of Aluminum Company of America is seen widely in the insertions of the firms it supplies, such as Air Master Corp., aluminum door and window manufacturer.

Help check distributor stocks, Since out-of-stock can mean no sale, representatives should check distributors' stocks wherever possible. This is only part of the service afforded by Therm-O-Lite Manufacturing Co. This maker of extruded aluminum windows and doors is prepared to ac-cept requests for all kinds of sales help. It can throw an experienced salesman into a gap when necessary or supply a complete advertising and merchandising program without departing from competitive prices.

Expedite leads. Lite Vent, Inc., Division of Harris-Ellman, Inc., develops metal awning inquiries by its national advertising but does not let them stop there. It forwards them to exclusive franchise distributors together with the materials for replying-brochures, 3-D slides, advertising mats and photographs.

Have "official" dealerships. Joseph A. Martino, president, National Lead Co., has a problem. He cannot merchandise Dutch Boy paints in ways detrimental to other paints because he supplies ingredients to most of his competitors in that field. Distinctive insignia for "authorized dealers" has been one of his solutions. At the distributor level a printed franchise eliminates many arguments for manufacturers having such a policy. It also minimizes distributors' uncertainties and crystallizes the thinking of both.

Display at shows and clinics. Once a manufacturer has prepared an exhibit, he should make the fullest use of it, keeping it in action the year round at shows organized by trade groups. S. J. McCarthy, sales manager, Holcomb & Hoke Mfg. Co., Inc., has a portable "profitunity headquarters" he uses in this way. It features the "Beautyline" Foldoor. Corro-Set \$45 display backgrounds by Gibraltar Corrugated display division have been used for exhibits by Allied Chemical, American Steel & Wire Div. of U. S. Steel, Georgia-Pacific Plywood, Ramset Div. of Olin Industries, Lowe Bros., Glidden Co., and Atlas Powder Co., among others.

Tell representatives how they are doing. U. S. Gypsum's market research department calculates sales in advance from the building permits issued in each area. It has a fairly accurate knowledge of the company's share of each market, and salesmen produce or else.

Who uses it? Kenneth C. Schlegel, general sales manager, The Schlegel Manufacturing Co., backs his 75 jobbers with some \$33,000 worth of trade advertising annually featuring firms like The Adams & Westlake Co.-with a \$60,000 advertising budget of its own—a major user of Schlegel Weatherseal in its "Adlake" aluminum windows.

A condensed catalog. If distributor salesmen carried all their principals' catalogs they might not be able to walk away from their cars. But a condensed catalog has a good chance of being taken along. By confining specifications to standard shapes and an assortment of special shapes, Schlegel has been able to produce just such a catalog on its Weatherseal.

Assist customers in selling their total product or service. Door manufacturers who equip their products with Sargent & Co. fittings receive an additional aid from Samuel B. Wilder, manager of advertising and sales promotion. It is a large envelope tag reading, "This door is equipped with the finest door closer available." The contents—a wrench and adjusting instructions—go a long way toward keeping consumers sold.

The End



# ALLIED is the LEADER in long distance moving!



### (leader in important ways!)

MORE MOVES . . . were made with Allied Van Lines last year, the year before and for the last decade than with any other van line.

MORE MILES . . . were traveled by Allied Vans . . . last year over 51 million miles.

more pools for Allied Van Lines services . . . over \$38 million in 1954.

MORE POUNDS ... carried by Allied in 1954... over 417 million pounds of household goods, office furniture, fixtures and displays.

MORE VANS... available to the public in Allied's fleet... over 2,700, specially equipped vans in charge of experienced moving specialists.

NO. 1 SPECIALISTS...in moving and storage, your Allied Agents... located throughout the United States and Canada, and in Alaska, Hawaii, Puerto Rico, Mexico and Panama Canal Zone. Call your Allied Agent. See your Classified Telephone Directory.

ALLIED VAN LINES, INC.

General Offices - Broadview, Illinois

WORLD'S LARGEST LONG DISTANCE MOVERS

From the pages
of The
Saturday
Evening
POST
comes a

NEW TV Series

powerful

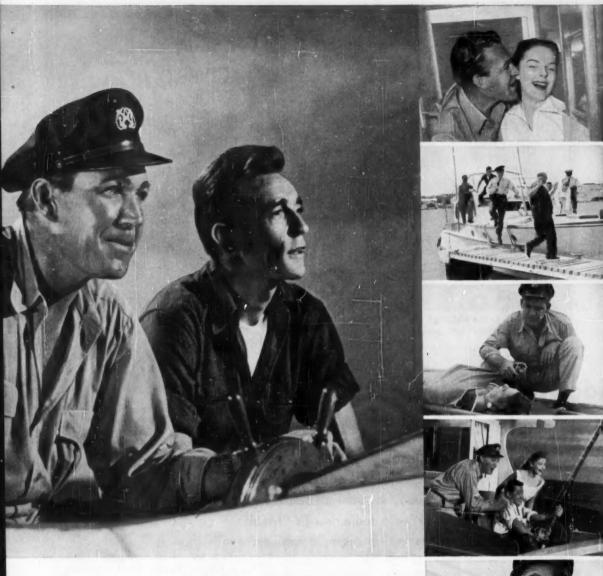
dramatic





For more than 17 years, millions of Saturday Evening Post readers have looked forward eagerly to the appearance of each new CRUNCH and DES adventure story by best-selling author Philip Wylie.

Now, millions more will await each new *television* adventure of these two favorites... Crunch, captain of the charter fishing boat "Poseidon," and Des, his mate. Each week a completely new story... new people... new action, romance, suspense, comedy, drama... all spectacularly filmed by RKO-Pathe in Bermuda.



# and DES

Forrest Tucker, Hollywood star with more than 70 top pictures to his credit, stars as Crunch. *Everything* about this series of 39 exciting half-hours bears the mark of sure success ... stories, author, star, production, location, promotion. Sign up CRUNCH and DES for your markets today. Write, wire or call.

#### **NBC FILM DIVISION**

serving all sponsors . . . serving all stations

30 Rockefeller Plaza, New York 20, N. Y. Merchandise Mart, Chicago, Ill. Sunset & Vine, Hollywood, Calif. In Canada: RCA Victor, 225 Mutual St., Toronto; 1551 Bishop St., Montreal







FULL COVERAGE on the "tank stays full longer" theme is used by Socony in some 300 markets with schedules stepped-up to cover sales potentials, competition, etc.

### Socony Mobil Steps Up Emphasis on Local Media

Big oil company shifts gasoline advertising emphasis from 50-50 national-local ratio to 80% in local media. Newspapers, seasonal outdoor, spot radio and a new TV "Mobil Theater" in 60 widespread markets harness "flexibility."

#### BY LAWRENCE M. HUGHES

Media made for specific local markets may make for more sales mileage, several major gasoline marketers recently have decided.

In consequence, millions of advertising dollars have been moved from national to local media.

Daily newspapers, says the Bureau of Advertising, ANPA, carried 70% more lines of gasoline advertising in 1954 than 1953. Despite a dip of 1.8% in the first three-quarters of this year, full-year gasoline linage is expected to exceed that of 1954.

Spot radio and spot TV probably will show similar gains.

Currently, for example, \$2.4 billion Socony Mobil Oil Co. (formerly Socony Vacuum) is augmenting other local efforts with sponsorship of "Mobil Theater," a half-hour weekly TV program in 60 markets.

In recent years Socony Mobil has shifted the national-local ratio of its advertising budget from 50-50 to 80% for local. With subsidiaries—General Petroleum Corp., Los Angeles, for the West Coast, and Magnolia Petroleum Co., Dallas, for the Southwest—combined expenditures in this country may be \$10 million.

Even a big factor in the oil indus-

try has trouble being big enough, in all the right places. And in oil even a big company must fight like hell to keep going. The Standard Oil "trust" was busted so effectively, 33 years ago, that even the biggest factor—Standard Oil (N.J.)—now sells only 11% of U. S. gasoline. Socony sells 9% of it. And together the "Big Four"—Esso, Socony, Texaco and Gulf—put in only 35% of all our tanks take.

Of 21 U. S. manufacturers with sales in 1954 exceeding \$1 billion, eight were oil refiners: Standard (N.J.), Gulf, Socony, Standard (Ind.), Texaco, Shell, Standard of California and Sinclair. Five other oil companies sold between \$500 million and \$1 billion each, and five more between \$250 and \$500 million.

Here are 18 big battlers—some of them concentrating on limited areas or even states, such as the East, the Far West, or Ohio. Only two of them, Texaco and Shell, pretend to 48-state distribution.

Of Socony's \$1.6 billion world-wide sales revenue, about half is done through 34,000 dealers and distributors in the U.S.A. Largest-volume "item" is gasoline. (Socony provides 4.5 billion of the 50 billion barrels of gasoline our machines gorge annually.) Whereas Socony sells lubricants in every state, it markets no gasoline in Alabama, Georgia, Florida, Mississippi and Kentucky.



### Baby food for a man-eater

The world's best animal photographer and full-color examples of her best work were featured in a recent issue of Parade, the Sunday magazine.

Readership checks show more than twelve million Sunday newspaper readers stopped, looked and read the story.

Features like this, week after week, make PARADE the best read magazine in print and give advertisers twice as many readers for their dollar as the big weekday magazines, according to independent survey.

No doubt about it: To move more merchandise at a better profit, Parade has what it takes.





PARADE...the Sunday Magazine Section of more than 50 fine newspapers in as many key markets...with more than fifteen million readers every week.

Yet a lot of refiners, Socony included, have spent a lot of money to promote gasoline in national media.

Some of them (Socony included)

still use national media.

Increasingly, however, they are not only learning the facts of life, as they obtain in Kansas City and Kankakee, but promotionally they are doing more about them-in Kansas City and Kankakee.

Several of them got religion from

Shell.

Things were quite quiet on the gasoline front until the summer of 1953, when Shell came along with a new gasoline and campaign called "TCP." The hook was that instead The hook was that, instead of buying a network show for it or spilling it in spreads in magazines. Shell concentrated on local newspapers . . . in local proportion to its hopes and needs. Within 90 days sales of Shell premium gasoline across the country had risen a rather phenomenal 30%.

Since Shell had chosen newspapers as the major medium for its campaign, competitors answered in the same medium. Socony did not do so, however, until the spring of 1954.

In preparation for this campaign all markets were analyzed as to potential profitability, and advertising expenditures weighted accordingly. More funds were shifted into local media, particularly in the large primary markets.

Reporting last March to Socony's

174,627 shareholders, President B. Brewster Jennings said that sales of Mobilgas Special in 1954 were 11% above those of the premium grade we marketed in the same period of 1953.

But the full impact of "localiza-

tion" was still to be felt.

Last spring-with a budget 10% larger than in 1954, and ratio fully shifted to an 80-20 local-national basis-Socony introduced "a gasoline at regular price that gives you more miles per gallon." This new Mobilgas, says the copy, "contains Mobil Power Compound—a combination of three important gas-saving additives," which "(1) saves by controlling preignition and spark plug misfiring, (2) eliminates stalling due to carburetor icing, and (3) saves by checking engine-formed gum, keeping carburetor and entire fuel system clear.'

#### **Needle Tells Story**

Each ad in the campaign shows a car's "gas" needle at the "full" mark. Each also is tied in with "news" or a "season."

Socony makes its own news. Last spring large newspaper insertions announced: "21 different cars in grueling Mobilgas Economy Run (from Los Angeles to Colorado Springs, via Yuma, Tucson, Albuquerque and Santa Fe) average 21.56 miles per gallon with Mobilgas Special."

In areas where spring arrives

slowly Socony stressed "quick starts, fast warm-up and more winter miles per gallon," and "puts Spring in your Winter driving.'

Last summer the new gasoline was shown to "give older cars new mile-age: '1952 and 1953 cars with conventional and overdrive transmissions compete in 1,323-mile run. Each car got over 20 miles per gallon with

new Mobilgas'."
This fall: "Driving to the Big Games?", "Going places for Thanksgiving?", etc. "You'll go farther on every tankful."

At other times: Women shoppers exclaim: "Talk about bargainsnever saw a needle say 'full' so long!" And a bug-eyed youngster is quite sure "the needle's stuck!"

From area to area Socony's degree of penetration varies. "Eighty-five percent of our gasoline business,' Paul Gosman, manager of advertising and promotion, "is done in some

300 markets." Local schedules are determined by:

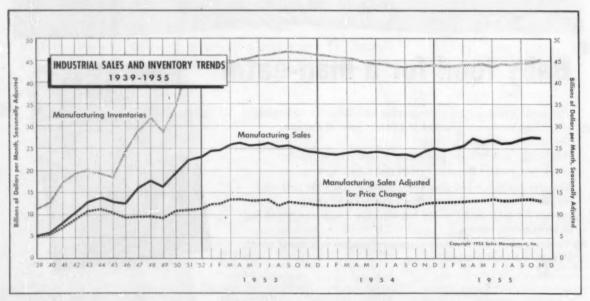
"1. Present consumption, or percentage of total business in each market done by our products.

"2. Performance of competition in each market.

"3. Our potential there."

Thus the 1955 newspaper schedules range from frequent insertions of 1,995 or 1,760 lines each in "A" markets down to half as many of 1,000 lines each in "C" and "D"

markets . . . TV spots of varying



INDUSTRIAL SALES in November will total \$27.8 billion reflecting the highest level ever reached, resulting from the fact that November was the first month in

which auto output and deliveries of the 1956 models went into high gear. Almost all other durable and nondurable lines are operating at high levels.

#### **Merchandising Defined**

"Merchandising is not selling. But since the selling functions of personal selling, advertising and sales promotion could be made more effective if an efficient merchandising job were done, business management should pay more attention to the function of merchandising than it has in the past." C. J. Courtney in A Check List For Marketing Management. The Creighton University, Omaha, 2, Neb. Price, \$2.50.

frequency appear on 120 stations. Socony used "some outdoor posters in the summer, when TV viewing was down, and we continue annually on some radio programs."

One factor in 1956 plans will be \$750,000 for 26 weeks of the new "Mobil Theater" in 60 selected markets in the broad area between Columbus, O., and Grand Junction, Colo., and Duluth and New Orleans. Openings are being staggered, as time is cleared on individual stations.

Socony bought the package of half-hour separate dramas (not a serial) from ABC Film Syndication, Inc. Actor Gordon Oliver performs as Socony's host. The films are being shot by Hecuba Corp., owned by ABC and Douglas Fairbanks Jr., in England and on the Continent.

The \$750,000 estimated cost of the package includes \$250,000 for the 26 films and \$500,000 or more for time. Promotion material for gasoline stations will add to the total. Except for shows sponsored locally in New York, Detroit and Milwaukee, this is the big oil company's first TV "program." Even so Gosman regards it less as a "major effort" than as a "framework for spot TV" and other local advertising.

At this stage, at least, neither Magnolia, in the Southwest, nor General Petroleum, on the West Coast, will join in sponsoring "Mobil Theater." These subsidiaries conduct their own advertising programs through their own agencies. The subsidiaries and Socony's own sales divisions are equally concerned with getting more Mobil products moving under the sign of the Flying Red Horse. National advertising, for company and subsidiaries, and Socony's own advertising is handled by Compton Advertising, Inc., New York. The End

### SALES EXECUTIVES

The following companies and many other leading business organizations have used Crossley, S-D Surveys for marketing research services:

American Telephone & Telegraph Co.
Batten, Barton, Durstine & Osborn, Inc.
Benton & Bowles, Inc.
Colgate-Palmolive Company
Dancer-Fitzgerald-Sample, Inc.
The Dow Chemical Company
Foote, Cone & Belding
Lever Bros, Company

Monsanto Chemical Company National Biscuit Company Ruthrauff & Ryan, Inc. Safeway Stores, Inc. Sylvania Electric Products, Inc. J. Walter Thompson Company United States Department of Agriculture

When you are considering a marketing research survey, we would be glad to discuss your project with you.

CROSSLEY,

Surveys

642 Fifth Avenue New York 19, N. Y.

Affiliated with Stewart, Dougall & Associates

According to Sales Management's

1955 Survey of TEST MARKETS\*

### **BUFFALO RANKS 1st**

among cities of 500,000 to 1,000,000 and 3rd AMONG ALL CITIES OVER 500,000

(1st in Drugs - 3rd in Food)

For your most ECONOMICAL test...

use the Daily Courier-Express. It's 160,452 circulation blankets the 8 Western New York counties, reaching those families—nearly 1/4 of the total—with most money to spend.

For your most COMPLETE test...

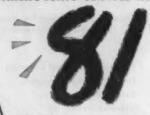
use the Sunday Courier-Express—the State's largest newspaper outside of Manhattan. It will carry your sales message to nearly all families in the 8-county market.

Representatives:

SCOLARO, MEEKER & SCOTT . Pacific Coast: DOYLE & HAWLEY

BUFFALO COURIER-EXPRESS

### EFFICIENT DISTRIBUTION AND WAREHOUSING SERVICE IN



MAJOR MARKETING AREAS

AMERICAN CHAIN is a nonprofit organization representing all that is the best
in the storage and distribution of merchandise.

Every member is selected
for the character of his
business operation as
well as his standing in
the local community.

Every member . . .
every link in the
chain . . . is ready
and anxious to
serve you!

AMERICAN CHAIN

OF WAREHOUSES, INC.

Every Link A Strong One

#### IN NEW YORK

John Terreforte, Eastern Manager, will be glad to furnish actual warehousing and distribution costs in any section of the United States. Write to John Terreforte, 250 Park Avenue, New York 17, N. Y., or call Plaza 3-1234—1235. IN CHICAGO: Contact Henry Becker, Western Manager, 53 West Jackson Blvd. Telephone: Harrison 7-3688.

"A Nationwide System
of Public Warehouses"

"Lost Sale" Quiz #39

### Disappearing Dinsmore

"The Neglectful Nightingale"



... fails to follow through after a sale

#### HE LOSES SALES BECAUSE .

- (a) . . . his customer returns most of the order
- (b) . . . his customer fails to order the second time
- (c) . . . his customer doesn't know how best to use the product

Hit-and-run selling tactics are killing Dinsmore's repeat business. If he would properly service his customers he (b) wouldn't be plagued with so many one-time orders.

Like every professional salesman you aren't merely making sales; you are building customers. And each of these satisfied customers you add to your list means hundreds of dollars to you over the years. One way to insure your right to this business is to make a well-timed follow-up service call after each sale. See that the customer knows how best to use your product. See that everything is right. Give him special attention. Do these things and you lay the groundwork for that important next order.

@ 1955 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copies now. Prices: \$1.00 per copy, up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.



#### in the billion dollar Farm Market of WASHINGTON, OREGON, IDAHO AND UTAH

Behind every brilliant sales success in the Pacific Northwest farm market, you'll find a real reason. No magic wands. Just the dynamic sales power of home-state Pacific Northwest Farm Quad magazines.

By serving the best interests of local, diversified state farming with local, diversified state farm news and information, THE WASHINGTON FARMER, THE OREGON FARMER, THE IDAHO FARMER and THE UTAH FARMER have, for more than a half-century, led advertisers on the direct path to maximum farm sales.

What's more, they accomplish this efficiently in one of America's richest, most versatile farm markets: the billion dollar farm market of Washington, Oregon, Idaho and Utah, where farms produce an average of 37 major farm commodities per state compared with an average of 28 for the other 44 states . . and where farms, by matching volatile farm prices with their versatile production, consistently earn more than the U. S. average — \$3,680,251,250 MORE during the past 10 years!

Make sure your product is led to the forefront of this big-buying farm market with Farm Quad magazines. By winning the trust and guidance of the Pacific Northwest's 194,107 farms . . . and unequaled coverage, with

ms . . and unequaled coverage, with a combined circulation of well over 190,000 . . . Farm Quad provides the LOCAL TOUCH that sends the maximum number of farm buyers on a straight line from the selling points of your advertising — to your product's point-of-sale!

#### FARM LIVING STANDARDS HIGH IN THE PACIFIC NORTHWEST

#### COMPARED WITH NATIONAL AVERAGES

41% more farms have telephones

17% more farms have electricity

23% more farms have automobiles

23% more farms have electric washers

133% more farms have electric water heaters

61% more farms have milking machines

13% more farms have grain combines

29% more farms have tractors

51% more farms have motor trucks
Source: 1950 Census of Agriculture

Selling Petroleum Products, Automotive or Farm Equipment, Automotive Accessories, or Electric Appliances? Write Advertising Manager for salesbuilding booklet today.

#### ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

THE BILLION DOLLAR

Tother FARM QUAD

THE WASHINGTON FARMER - THE OREGON FARMER - THE IDAHO FARMER - THE UTAH FARME

NET PAID CIRCULATION OVER 190,000 EACH ISSUE



### British Woollens Make "Miracle" Sales Gains

Campaign in The New Yorker and Vogue—backed by efforts of 18 clothing makers and 143 stores in 26 markets—steps up volume in United States 70% from 1954 level.

All the new "miracle" fibers have not monopolized our wardrobe.

Right now, in these United States, British woollens (British spelling, with two "l's") are doing handsomely.

In the first nine months of 1955, reports the Board of Trade, London, Britain's exports of woollens to the U.S. rose 70% from the parallel period of last year.

And in the nine years 1946-54, exports of wool textiles and raw wool to North America earned England more dollars than any other product group. The sturdy sheep was slightly more productive than vehicles, and nearly twice as much so as Scotch whisky.

The recent woollen wave suggests that modest but effective advertising—amplified and intensified by manufacturing and retailing factors all down the line—will continue to keep these "Fabrics Forever in Fashion."

A couple of millennia ago visiting Phoenicians persuaded early Britons that a sheep meant more than mutton. Then invading Romans got them to launch, at Winchester, an "imperial weaving manufactory" to keep the emperors togged out in togas... A ransom paid in wool rescued Richard the Lion Hearted from the Saracens. Henry VIII sat members of his council in Parliament on sacks of British wool. (The House of Lords still opens when the Lord Chancellor "takes his seat on the Woolsack.")... And for three centuries we colonists have sent to England for the stuff.

Today, "British Woollens," 6 East 45th St., New York, sees to it that the 2,000 mills (centered around Bradford in Yorkshire, but stretching into West of England, into Scotland and North Ireland) warp and woof away for ultimate consumers in Minneapolis and Miami.

Actually, "BW" is Victor A. Bennett Co., a U.S. advertising agency with affiliates in Canada and Eng-

land, charged by Britain's National Wool Textile Export Corp. with getting more Americans to wear British. The budget for the program is modest—perhaps \$300,000. But Vic Bennett, Edward D. Kahn, v-p and g.m. of the Bennett agency, and their people try to make every dollar do double duty.

British-born Bennett probably did not have to be told that the sheep had prepared themselves for the British climate. They grew coats and pants to protect themselves from the "national dampness." Their wool, says the literature, "absorbs moisture without losing warmth." It is insulating, resilient, wrinkle-resistant. (The Romans found British wool insulated them against a warm climate.) The woollens and worsteds are woven mainly in small mills—which fact assures you that you won't meet your suit on the Avenue. The Bennett people call the product "limited editions."

On the theme, "Fabrics Forever in Fashion," the program emphasizes (1) snob appeal, (2) variety of styles, (3) enduring quality, and (4) craftsmanship.

When the Bennett agency took over in the spring of 1954 it was decided as nore profitable to sell a lot to a few large and well-known manufacturers, than a little each to a lot of firms.

Last year, while sharpening strategy, the agency *under*spent its budget by 40%!

This year advertising set out to make Americans conscious of the Brit-



IMPORTED—WHERE FROM? is the theme of this British Woollens ad which informs "imported" can mean magnificence or mediocrity.

### What's General Motors and Consumers Power got that you don't want?



#### Call a Booth man today!

NEW YORK
A. H. Kuch
Sheldon B. Newman
Brice McQuillin
110 E. 42nd Street
New York 17, N. Y.
Oxford 7-1280
Superior 7-4680
SAN FRANCISCO
Brice McQuillin
785 Market Street
San Francisco 3, Ca
Sutter 1-3401

SAN FRANCISCO
Brice McQuillin
785 Market Street
San Francisco 3, Calif.
Sutter 1-3401

DETROIT
Wm. Shurtliff
1612 Ford Bldg.
Detroit 26, Michigan
Woodward 1-0972

### **BAY CITY TIMES**

#### A Booth Michigan Newspaper

GRAND RAPIDS PRESS • FLINT JOURNAL • JACKSON CITIZEN PATRIOT • BAY CITY TIMES KALAMAZOO GAZETTE • SAGINAW NEWS • MUSKEGON CHRONICLE • ANN ARBOR NEWS

### This is the size we sell in the Growing Greensboro Market!"



PERMANENT SUCCESS IS ASSURED when you tell your sales story to more than 700,000 people in the Growing Greensboro Market . . . These folks comprise 1/6 of North Carolina's population—but they account for more than 1/5 of the state's \$3-billion retail sales! If you want bigger sales in a market where sales come easier—better get into the Greensboro ABC Retail Trading Area, The fastest and best way to assure selling success in the Growing Greensboro Market is to schedule the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

vailable . . . 88-pags market brockute lete Ranking of 233 Metropolitan y Areas in 13 Sales Classifications by Volume." For your free capy, direct t an company letterhead to Advertis-ssearch Department, Greensboro-News

Greensboro News and Record

GREENSBORO, NORTH CAROLINA Represented by Jann & Kelley, Inc.



ish Woollens label-as distinguished both from domestic fabrics and other wool imports. (Only pure wools and natural fiber blends, such as cash-

mere and silk, may carry the label.) On NBC-TV's "Today" Arlene Francis told about "the union between American designers and British woollens." And in three-inch, two column ads in The New Yorker and Time a monocled sheep baa-ed readers to look for point-of-origin label:

"If an import has a history "That's proud and full of merit, "Why should it be a mystery? "You'd think they would declare

Copy added: "... When buying clothes look for the fabrics proudly labeled British Woollens.

Meanwhile, Bennett, Kahn and merchandising director Robert A. Hoenshel, were lining up 18 clothing makers-nine each of men's and women's-and tackling 176 leading retailers in 26 major markets. Of these retailers, 143 agreed to put their weight behind an enlarged campaign this fall for British woollens.

Manufacturers are running national campaigns of their own (some reproducing "BW" ads) and 50-50 cooperative advertising with retailers. Retailers, at their expense, have gone in for local advertising and publicity, distribution of educational material, interior and window displays. (Some stores have given these woollens eight windows at once.) One display device is a circular "mobile," in 12- and 18-inch size, emphasizing "BRITISH WOOLLENS," with a "Fabrics Forever in Fashion" band around the British Isles (including Eire!). Other store material includes hand tags, plaques.

"B.W.'s" own campaign consisted of eight pages in The New Yorker, weekly from September 17 through November 5, and a page in the October 1 Vogue. (Three-fourths of British wool here goes into men's apparel.)

At its own expense The New Yorker announced the campaign in September in a double spread in Daily News Record and Men's Wear, and made the ad into a mailing to 13,000 manufacturing and retailing executives. Weekly, throughout the series, "BW" ran an insertion in the Record, Men's Wear and Women's Wear Daily to tie in with the current consumer insertion.

Eric Strong, public relations director of the Bennett agency, saw to it that all concerned saw an editorial on British woollens in the August 15 Life, and an illustrated editorial on

tweeds in Sports Illustrated for September 5. Sports Illustrated, in fact, provided free reprints of its piece for store displays . . . The British and Irish railways' advertising in this country tied in.

Although The New Yorker's circulation is primarily in major markets, and so are the participating stores, British woollens this fall got more than twice as much free space as a year ago, in newspapers of larger and smaller communities.

The ads featured British actor Robin Craven and a girl friend. He wore suits by Hart Schaffner & Marx, Kuppenheimer, Baker, Lebow and Louis Roth; sports coats and slacks by Oxxford and Southwick: topcoat by Malcolm Kenneth; tuxedo by Hickey-Freeman.

She was bedecked by Dressmaker Casuals, Arthur Jablow, Ben Reig, Tina Leser, Vera Maxwell, Monte-Sano & Pruzan, Davidow, Galanos and Frechtel. (Frechtel sent retailers 3,000 copies of BW's Vogue ad on women's coats.)

The pair were shown in the "right" places: an art gallery, Scribner's book store, a suburban estate, a trophy room, the Carillon Kennels, etc.

The rest of us, across 48 states, were quite impressed. The End



# Only the Industrial Salesman Really Knows Who's on the Plant Buying Team!

That's why MILL & FACTORY, alone among general industrial publications, builds and maintains its circulation through 1,645 full-time salesmen of plant machinery, equipment and supplies.

Industrial salesmen have to make repeated personal sales calls to identify and sell the combination of plant executives in each plant who have real buying influence and authority. This is the *only* way you can find out who is important to a sale . . . and who isn't.

Titles are no help! Buying patterns are too complex, too different from plant to plant. Titles vary too greatly, mean too many different things.

That's why MILL & FACTORY has rejected traditional circulation methods based on titles in favor of the unique Conover-Mast Franchise-Paid Circulation Method. Through this sales-contact method, 1,645 industrial sales engineers—who make over 2,000,000\* sales calls per year

on the important plants in every trading area of the U.S.—select the personally identified buying influences who read MILL & FACTORY.

MILL & FACTORY is the only industrial publication specifically designed to do industrial advertising's first and most important job—to back up your salesmen by reaching the same men your salesmen must see to sell your product.

\*Based on a conservative estimate of 5 calls per day per salesman.

Mill&Factory

205 East 42nd Street New York 17, N. Y.

A CONOVER-MAST PUBLICATION

Milla Factor.

regardless of title

Mill & Factory reaches the Men / Your Salesmen must See to Sell!

### INTRODUCING A NEW PRODUCT?



BESELER VU-GRAPH OVERHEAD PROJECTOR

Projects pictures in brilliant color to an audience of 4 or 400 easily! And in a fully lighted room. Vu-Graph gives you startling new ways to explain and sell your product ad-vantages.

#### Make it a success!

Get the facts across

-FAST and CLEAR with the versatile BESELER VU-GRAPH. Helps you SELL the product advantages. EXPLAIN its uses. INCREASE its sales. Write Dept. A for the new free brochure: "How to Communicate your Ideas-Get

More Business."

CHARLES BESELET COMPANY

#### Sales Manager \$30,000

#### HIGH PRECISION MACHINERY AND CONTROLS

Nationally known manufacturer, a recognized leader in the field, offers an exceptional opportunity for an experienced sales manager capable of directing a well-trained sales organization . . . as well as assuming responsibility for advertising, sales promotion and all other phases of marketing.

Sales are direct to industrial users.

- . The right man should have successful sales management experience with such products as: ELECTRIC MOTORS — MA-CHINE TOOLS - CONTROLS-TURBINES - COMPRESSORS . . (or similar equipment)
- · Preferred age 38 to 50 years.

Excellent bonus, insurance and retirement program in addition to salary stated above.

Your reply will be treated in com-plete confidence and should include age, present connection and home telephone number.

Box #3171



Junior engineers are still on Lionel's tracks. Like their dads before them these lads will spend an ecstatic Xmas with a realistic . . .

### Lionel:

### Men Become Boys . . .

A third generation of American boys is hoping for a Lionel electric train under the Yule tree. That's because Lionel has always kept its rolling stock as current as tomorrow, sold it with showmanship, planned for the future.

#### BY HARRY WOODWARD

What spells "Christmas" to a boy? An electric train, of course. And what boy who got one as a Christmas gift was ever allowed to run it, solo? No less an authority than The Lionel Corp.—whose founder, Joshua Lionel Cowen, invented the first successful toy electric train-tells us that in its New York exhibition hall, the kids are rudely elbowed away from the tracks by their papas. This year, especially, when Lionel is running over its fancy model tracks its newest creation, the Congressional, adults stand three-deep around what should be every boy's dream of a model railroad. It's complete with towns, mountains, tunnels, factories, outdoor advertising boards, trains that toot and belch smoke.

Since 1900 Lionel has sold more

than 5,000,000 American boys (from age two to 92) its marvelous trains. Among the firm's customers are such luminaries as Gypsy Rose Lee, who knows the technical end of her hobby and uses railroading jargon like a veteran switchman. Jackie Gleason and Spike Jones love to play at railroading with Lionel creations. Roy Campanella has one of the more elaborate model train setups in his St. Albans, N.Y., home.

Lionel's trains were born because J. L. Cowen, an incurable gadgeteer. invented a small motor and couldn't decide how best to use it. As a boy he had built a miniature steam engine. equipped with wheels. Maybe, he reasoned, the little motor could propel a small steam engine. It could. And within the year Cowen was in the

model train business. He built exact duplicates of a B & O locomotive, gradually added cabooses, freight cars, switches, crossings, etc., to the line. By 1913 the American public had bought hundreds of Lionel trains and that year Cowen saw his sales rise to the (then) astounding sum of \$300,000.

It was Lionel, under Cowen's guidance, that developed remote control for starting, stopping and reversing toy locomotives, electric remote controls for switches. And Joshua Lionel Cowen began to move into world markets with his ingenious toys. Between 1921 and 1939 he made 60 crossings to Europe, bought and sold three European factories, established a European market-no mean feat, when German and Swiss manufacturers were producing some of the most exciting mechanical toys the world had ever known.

J. L. is now chairman of the board; his only son, Lawrence Cowen, a chip-off-his-father's-block, who had studied engineering at Cornell, is president. Lawrence decided he didn't want to be an engineer. But he has, nonetheless, invented several items used by Lionel and its Airex Division.

#### ... and always, a dividend

Since 1951 when its common stock was listed on the "Big Board," Lionel has been a sound stock for investors. And since the incorporation of the company in 1937 it has never failed to pay a dividend. For Lawrence Cowen believes in diversification. He doesn't foresee the day when American boys will tire of electric trains. But Lionel now owns Airex Manufacturing Co., makers of fishing equipment. In a sense Lionel continues its market after the boy becomes a man: Most boys who like electric trains mature into men who like to fish.

Since Lionel bought Airex in 1948, it has also jumped into another fieldstereo color photography. The newest Division is the Linex Corporation which makes low-priced, three-dimensional color cameras. These cameras, says Lawrence Cowen, take fine pictures without the photographer's need to master focal planes, parallax corrections, etc.

Today Lionel's trains are completely operated by remote control, even to the whistle built into the tenders of the locomotives. One item, a milk train, has a miniature man that pops out of open doors, unloads milk cans onto a ramp. Coal cars dump coal, cattle are discharged automatically from a stock car; the engine puffs real smoke.

But tastes in model railroads

change. Until 1935 Lionel Corp. sold two passenger trains for each freighter. Today it sells 20 freight trains for each passenger one. The reason for this switch is the development of remote control, think the Cowens. You can load and unload all sorts of miniatures from the toy freight cars. You can only unload passengers from passenger cars!

All of Lionel's rolling stock is carefully detailed from blueprints furnished by Baldwin Locomotive, American Locomotive, American Car and Foundry, etc. Often Lionel is given access to these blueprints a full vear before the real locomotives are delivered to the railroads.

Long before the Pennsylvania Railroad's S-2 steam turbine locomotive made its first trial run, Lionel was building its miniature.

#### Twice around the world ...

Lionel estimates that in the past 10 years it has sold over 60-million feet of track-enough to reach halfway around the earth at the equator. And Joshua Lionel Cowen is proud that his creations have been used not merely as toys, but as life-saving instruments as well. During World War II the OSS used Lionel trains to teach demolition crews the most efficient way to blow up German railroads, thus probably shortening the

Lionel trains also deliver hamburgers, soft drinks, coffee to customers in many restaurants that use them to expedite service and keep the customers amused at the same time.

If you wander into Lionel's exhibition hall you might find a distinguished gentleman explaining a locomotive's intricacies to a boy or his dad. That will be J. L. Cowen, who likes nothing better than roaming, happily and anonymously, around the hall, getting reactions. In his office are three marvelous brass locomotives, original scale models of the major railroads' finest. As you might imagine, Cowen is a rabid follower of trains. He studies trains like some men study the stock market-and it seems to pay off better.

Lionel looks for its biggest sales year in '56. The company keeps a close eve on the nation's birth rate. An increase in the number of male babies born in a year will strongly affect Lionel's production schedule five years hence. And because Americans are moving in vast numbers to the suburbs, Lionel knows that it will sell more of its trains. Those suburban homes have living rooms with enough room for Dad and Junior to lay out Lionel's biggest packages! The End



in the Channel 8 Multi-City Market

## WGAL-1

#### LANCASTER, PENNA. NBC and CBS

Profitable selling is the only translation when you study this unique market. Here is a vast, multi-city region with 31/2 million people who have 912,950 TV sets and an annual spendable income of \$51/2 billion.

#### Channel 8 Multi-City Market



York Hanover Gettysburg Chambersburg Waynesboro Frederick Westminster Carlisle Martinsburg

Reading Lebanon Pottsville Hazieton Shamokin Mount Carmel Bloomsburg Lewisburg Lewistown Lock Haven Hagerstown

#### 316,000 WATTS

STEINMAN STATION Clair McCollough, Pres.

Representatives:

#### MEEKER TV, INC.

**New York** Los Angeles

Chicago San Francisco





Dominant and almost complete one-paper cover-

on every Buying day.

age of this great market

## Results

Positive sales results assured by 92% circulation concentration in all-important Cuyahoga County.

Research

Continuing Cleveland Press market research gives a quick and sure measurement of results.



### SALES GAINS AND LOSSES

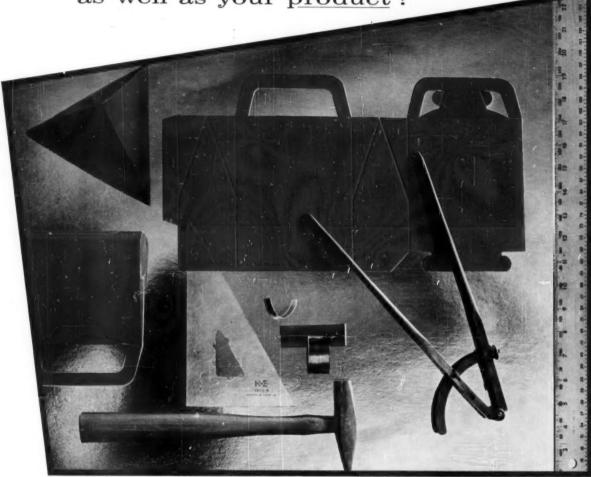
Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago:

Key: f indicates fiscal year.

		,				4	
Company	Period	1955	1954	Company	Period	1955	1954
American Crystal Sugar	6 mo.	\$ 26.9	\$ 19.9	Litton Industries	1 yr. f	8.7(	9 mo.)2.9
American Tractor Corp.	1 yr. f	5.2	2.2				
Articom Carpet Co., Inc.	3 ma.	3.2	2.7	Marion Power Shovel C		18.6	14.9
Associated Dry Gds. Corp.	1 yr. f	174.5	155.0	Mickelberry's Fd. Pds.	28 wks.	9.3	10.9
Atlas Plywood Corp.	3 mo.	10.2	9.5	Montgomery Ward&Co.	9 mo.	683.9	630.9
				Myers(F.E.)&Bros. Co.	1 yr. f	12.7(1	lmo.)11.1
Bibb Manufacturing Ce.		72.7	60.8	N		20.4	18.7
Burlington Industries Inc.	1 yr. f	515.2	347.3	Nat'l. Shirt Shops, Del No. Amer. Aviation, In		20.4 816.6	645.8
Caterpillar Tractor Co.	10 ma.	426.3	331.7	North, Steel&Wire Co.	3 mo.	16.7	9.1
Clarestat Mfg. Co.	9 mo.	4.4	4.0	Her Cit. Steemante Co.	2 mo.		
Claussner Hosiery Co.	9 ma.	4.0	4.2	Olympic Radio&Televisio	m 9 me.	12.2	12.9
Clinchfield Coal Corp.	9 mo.	23.6	19.9	Orympia manioa mini			
Consolidated Ind., Inc.		1.5	1.3	Parkview Drugs, Inc.	1 yr. f	6.7	5.2
	3 mu.	2.0	dis.	Penobscot Chem, Fibre	1 yr. f	8.7	7.8
Dana Corn.	1 yr. f	186.5	153.5	Phillips Packing Co. Inc	. 6 mo.	7.0	6.8
Davega Stores Corp.	6 ma.	12.1	11.5	Pittston Co.	9 mc.	139.4	106.2
Diamond Portland Cement		3.3	2.9	Plymouth Cordage Co.	Lyr. f	23.9	24.5
Douglas Oil Co. of Calif.	6 ma.	11.9	11.2	Plywood, Inc.	3 mo.	4.6	3.9
Economics Laboratory Inc	3 40 0	13.2	11.3	Reichhold Chem., Inc.	9 mo.	40.2	35.7
Economy Auto Stores, Inc		1.8	1.4	Riegel Textile Corp.	1 yr. f	86.2	71.0
Empire Millwork Corp.		4.2	5.9	meger reache corp.	- 3		
empire miningra corp.	J 1110.	74.2	0.2	Scruggs-Vandervoort-Barr	ney		
Fedders-Quigan Corp.	1 yr. f	47.5	46.6		3 mo.	14.5	14.3
Federated Dept. Stores	1 yr. f	525.0	488.0	Servomechanisms, Inc.	9 mo.	9.0	9.1
Fitzsimmons Stores Ltd.	26 wks.	37.3	25.2	Smith(Alexander), Inc.	9 mo.	22.2	27.1
Frito Co., Inc.	9 ms.	15.1	15.8	Smith-Douglass Co., In	c. 3 mo.	6.4	5.6
				Solar Aircraft Co.	6 mo.	25.4	31.5
General Gas Corp.	9 me.	20.0	17.3				
Given Mfg. Co.	6 ma.	5.9	4.9	Tennessee Corp.	9 mo.	50.2	50.1
Goehel Brewing Co.	9 me.	16.3	19.0	Thor Corp.	9 mo.	11.8	16.2
Green (H.L.)Co., Inc.	9 me.	76.0	73.5	Thrifty Drug Stores Co	. 1 yr. f	66.6	63.1
Grumman Aircraft Eng.	9 me.	159.4	155.6	Truax-Traer Coal Co.	6 mo.	21.0	19.1
Hecht Co.	9 mc.	76.3	69.5	Uarco, Inc.	1 yr. f	24.7	22.8
Hoe(R.)&Co.	1 yr. f	17.9	18.7	Union Ashestos&Rubber	9 mo.	10.1	10.8
Hoover Ball&Bearing Co.	9 ms.	12.8	4.9	United Aircraft Produc	ts 9 mo.	4.0	4.7
			-	United Carbon Co.	9 mo.	33.2	25.1
Industrial Howe. Mfg. Co	o. 6 me.	1.1	1.1	U.S. Plywood Corp.	6 me.	101.4	61.4
Interstate Dept. Stores	1 yr. f	65.1	62.L				
Interstate Eng. Corp.	6 ma.	3.4	3.4	Walgreen Co.	1 yr. f	192.7	184.2
				Warner(Stanley)	1 yr. f	92.4	66.4
Joy Manufacturing Co.	l yr. f	81.9	65.1	Wayne Screw Prod. Co.	1 yr. f	1.6	1.1
				Whiting Corp.	1 yr. f	16.5	20.6
Kalamazoo Ven. Parch.	1 yr. f	48.6	44.6	Woodall Industries, Inc.	1 yr. f	29.8	21.3
King-Seeley Corp.	3 ma.	10.9	8.3	World Publishing Co.	10 mo.	6.2	4.7
La Consolidada, S.A.	3 mc.	4.2	3.6	Zenith Radio Corp.	9 mo.	108.4	90.9
Lilly(Eli)&Co,	9 mo.	100.4	89.9	Zanolite Co.	6 mo.	3.3	3.0
							-



Want your carton to fit your <u>market</u> as well as your <u>product</u>?





The shape of your carton has more to do with the shape of your sales curve than you may think.

Fitting your product is only one job a carton does. It also must fit your market. The yardstick we use to make sure your carton not only houses your product securely but helps sell it, too, is Gair Package Analysis\*. It finds the answers to questions like these:

Does your product call for a "showcase" carton that *displays* it to shoppers? Do you have a *shipping* problem? Or is *cost* the major factor in your market?

Whatever the answers, it's up to the structural designer to create the shape that helps make your carton stand out . . . and sell out! To do that he's got to know folding cartons from paperboard right through automatic packaging machinery. At Gair, he does.

\* Gair Package Analysis is a service performed by Gair to insure that your carton meets the needs of your market. Phone us today — a Gair packaging expert will call at your convenience to fill in the details.

#### creative engineering in packaging



FOLDING CARTONS . SHIPPING CONTAINERS PAPERBOARD . KRAFT BAGS AND WRAPPINGS

ROBERT GAIR COMPANY, INC. . 155 EAST 44TH STREET . NEW YORK 17, N.Y.

MAKE IT ...

AND BREAK IT!



Research has helped hammer out a lot of pretty basic advertising rules.

But sometimes you get a lot better results by breaking the rules.
(It would be a dull business if you didn't)

Don't forget though: you've got to know the rules before you can break them... and you ought to have a good advertising reason for breaking them. Young & Rubicam, inc.

ADVERTISING: New York - Chicago - Detroit - San Francisco
Los Angeles - Hollywood - Montreal
Toronto - Mexico City - London

### **Marketing Pictographs**

Planned by the editors of Sales Management and designed by Hile-Damroth, Inc.

### OUR CHANGING SPENDING HABITS

WE SPENT 33.2% MORE FOR

1948 - 146,571,000

"JUST" 10.65%

GOODS AND SERVICES...

1948 - \$177,609,000

In just seven years, from 1948 through 1954, the American consuming public increased its annual spending by almost one-third. With more money to spend and more quality products to buy, we made a collective investment in better living.

WE SPENT



33.0% MORE FOR FOOD



2.7% LESS FOR CLOTHING



26.2% MORE FOR MEDICAL CARE



70.1% MORE FOR HOUSING



24.3% MORE FOR MAGAZINES, NEWSPAPERS



26.6% MORE FOR TOBACCO



20.2% MORE FOR FURNITURE, APPLIANCES

PICTOGRAPH BY

Designed by HILF DAMKOTH INC



69.3% MORE FOR USER-OPERATED TRANSPORTATION



51.3% MORE FOR TV, RADIO. ETC.

1954 - \$236,532,000

1954 - 162,187,000

... WHILE POPULATION INCREASED

Sources: Richard E. Snyder, National Markets Analyst, Chicago 3, Ill.; Survey of Current Business, July 1955 national income issue, Department of Commerce, Washington, D. C.

### Selling the "Board of Directors" means <u>Big Business</u> from Midwest farms!





## YOUR DEALERS SELL MORE when the Farm "Board" is pre-sold!

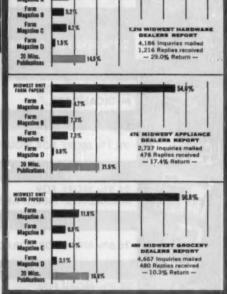
A series of surveys covering nine classifications of Midwest dealers shows their overwhelming preference for Midwest Farm Paper Unit as the advertising medium for the merchandise they sell.

Naturally, dealers prefer Midwest Unit Farm Papers. They know that on Midwest farms home and office are one and the family is the "board of directors".

It's because everyone in the

family has a voice in plans and purchases that these localized farm publications, going to 9 out of 10 farm homes in the Midwest, do such a big pre-selling job for you and your dealers.

So to build bigger sales and dealer loyalty in the Midwest, the world's richest farm market," advertise in the Unit—one order, one plate at a substantial saving in rates.



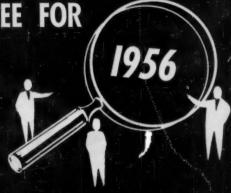
OTHER DEALER SURVEYS COVERING FARM IMPLEMENT, LUMBER, FEED, AUTO-



WHERE FARMING IS BIG BUSINESS. . AND GOOD LIVING!

WHAT THE ECONOMISTS SEE FOR

The year ahead will be characterized by continuing prosperity, with some features of the economy making small gains, others dipping slightly. The first half of the year will be an extension of 1955's upward swing, with a perceptible downturn beginning about midyear. The following figures represent the median opinion of 201 leading economists.



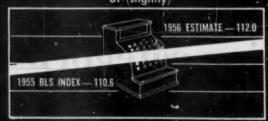
GROSS NATIONAL PRODUCT UP (slightly)



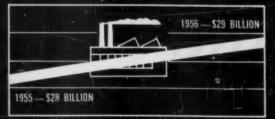
COST OF LIVING



WHOLESALE PRICES UP (slightly)

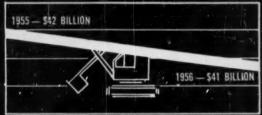


NEW PLANT AND EQUIPMENT EXPENDITURES UP (slightly)

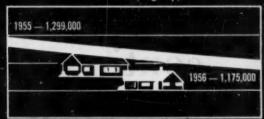


Source: F. W. Dodge Corp., New York 18, N. Y.

TOTAL NEW CONSTRUCTION DOWN (slightly)

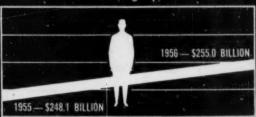


NEW HOUSING UNITS DOWN (slightly)

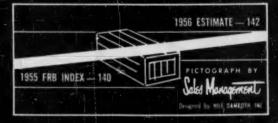


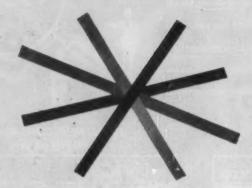
PERSONAL CONSUMPTION EXPENDITURES

UP (slightly)



INDUSTRIAL PRODUCTION
UP (slightly)





Month after month
the Los Angeles Times
continues to be America's
leading newspaper in
four major categories

TOTAL ADVERTISING

### First in the Nation

RETAIL ADVERTISING

CLASSIFIED ADVERTISING

TOTAL NEWS MATTER

The Los Angeles Times has taken and kept the top position in America in four key Media Records newspaper classifications: Total Advertising; Retail Advertising; Classified Advertising; Total News Matter.

The number one place has been reached because of the growth and present size of the Los Angeles market, now America's third largest . . . and The Times' record as the first force for sales in the area.

In the four-paper Los Angeles metropolitan newspaper field, The Times leads in 95 out of the 114 Media Records classifications, including all major categories. In circulation, The Times leads the second paper by more than 85,000 net paid copies daily and over 130,000 on Sunday ... with more than 80% of The Times' total daily circulation home-delivered.

### First Ten Newspapers in TOTAL ADVERTISING

- 1. Los Angeles Times . . . 43,079,717
- 2. Milwaukee Journal ...39,144,046
- 3. Chicago Tribune ..... 37,614,890
- 4. Miami Herald . . . . . . 36,079,503
- 5. New York Times ..... 35,389,748
- 6. Cleveland Plain Dealer 33,787,299
- 7. Washington Star .....33,785,720
- 8. Detroit News ......32,249,790
- 9. Houston Chronicle . . . . 30,779,582
- 10. Baltimore Sun ..... 29,557,561

Source: Media Records Nine Months 1955

LOS ANGELES Climes

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK,

CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

### CORPORATION PRESIDENTS ... WHERE DO THEY

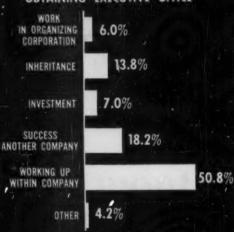
### COME FROM?

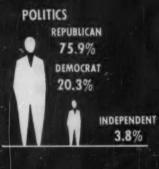
Today's typical corporation president comes from a family of moderate means. (Only 36% of them have wealthy backgrounds; 12% were poor.) He's college educated. (Chances are three to one he's had some college.) He is Republican, Episcopalian and has been with his company for most of his career. His occupational background is in administration (41%), which includes sales. (But 19% were engineers, 12% lawyers.) He thrives on long hours, earns a good salary and was elected to the top post when he was 52.

### YEARS WITH COMPANY



### PRINCIPAL FACTORS IN OBTAINING EXECUTIVE OFFICE





#### AGE WHEN NAMED PRESIDENT



#### RELIGION

COME



#### REMUNERATION



### Greatest Use Of Major Cosmetics Products Is Among Younger Women

If you sell cosmetics and toiletries, your best customers are under 25!

This has been confirmed by Dell Modern Group's just-issued 19th Survey of Beauty after an extensive study of the cosmetics and toiletries buying habits of readers in every section of the United States.

That's why more and more advertisers with beauty products to sell are telling their stories to the young, beauty-conscious women who read Dell Modern Group magazines... Modern Screen, Modern Romances and Screen Stories.

For specific information on your product, the 19th Survey of Beauty (covering 83 different product classifications) is now available.

PRODUCT	17 & Under	18-25	26-35	36-45	46 & Over
Shampoo	99.0%	98.4%	95.9%	94.5%	88.6%
Bob Pins	76.2	78.6	75.1	73.2	55.6
Mascara .	33.7	47.4	46,9	44.1	33.2
Lipstick	99.0	99.3	99.2	96.9	87.5
Toothpaste	91.1	88.9	83.8	78.7	58.3
Deodorant	95.0	100.0	97.5	96.9	81.9

ADGRAPH BY

### DELL MODERN GROUP

MODERN SCREEN

MODERN ROMANCES

SCREEN STORIES

DELL PUBLISHING COMPANY, INC. . 261 FIFTH AVENUE, NEW YORK 16, N. Y

### CORPORATE SALES VOLUMES -AND HOW THEY'RE DIVIDED

A quick look at the sales breakdowns of a few multi-product and multi-service companies. The information is taken from annual reports and other company sources.

2 TRACTORS

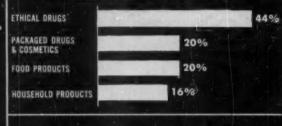
MILITARY

CANADA

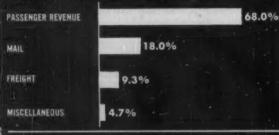


CONTAINER CORP. OF AMERICA

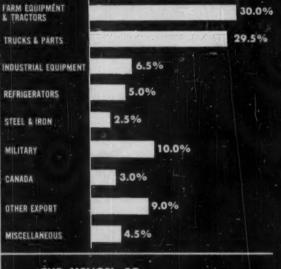
#### AMERICAN HOME PRODUCTS CO. 1954 sales volume - \$203.1 million





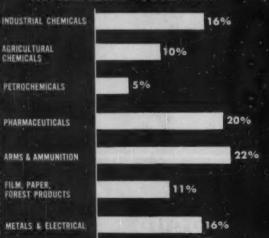


INTERNATIONAL HARVESTER CO. 1954 sales volume - \$994.1 million

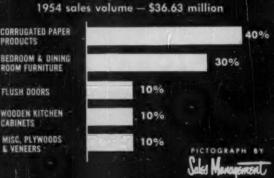


OLIN MATHIESON CHEMICAL CORP.

1954 sales volume - \$473.2 million



### THE MENGEL CO.



Designed by HILE DAMEOTH INC

### **EXECUTIVE SHIFTS** IN THE SALES WORLD

Bennett-Ireland, Inc. . . . William N. Rice to v-p, sales.

Bigelow-Sanford Carpet Co., Inc . . . Henry A. Reinhardt to v-p, manufacturing.

Clevite Corp. . . . Dr. S. J. Begun to director of marketing.

Detroit Harvester Co....
R. L. Clark to advertising promotion manager, Moto-Mower Division.

Ethicon, Inc. . . . Theodore W. Eckels to sales manager, Company a subsidiary of Johnson & Johnson.

General Foods Co.... Clement H. Watson to general manager, Atlantic Gelatin Division.

Grove Laboratories, Inc. . . . Gene K. Foss to v-p, sales.

Indian Head Mills, Inc. . . . Albert W. Metzger to sales promotion manager.

Kraft Foods Co.... C. G. Wright to v-p, marketing.

Mogen David Wine Corp.... Bernard J. Wiernik to v-p, sales and advertising.

Parfums Corday Inc.... Harry T. Johnson to newly created post: general sales manager.

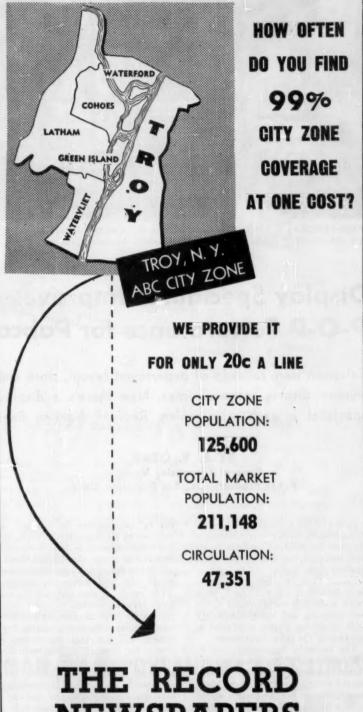
Park & Tilford Distillers Corp.... Edwin Parets to v-p, advertising and merchandising.

Ches. Pfizer & Co., Inc....
Paul E. Weber to sales manager,
Chemical Sales Division.

H. K. Porter Co., Inc. . . . William H. Parkinson to market research director, Quaker Rubber Division.

Soreng Products Corp....
Paul F. Neesa to sales manager, heating and air conditioning controls.

Worthington Corp. . . . William A. Finn to general manager, Holyoke Division.



# NEWSPAPERS

THE TROY RECORD

THE TIMES RECORD

TROY, N. Y.



PROFESSIONAL DISPLAYS, well beyond the ability of the average salesman, are one benefit of Pabco program. Second benefit: Salesmen gain time.

## Display Specialists Improve P-O-P Performance for Pabco

Salesmen were relieved of department layout, store and window display responsibilities. Now there's a display specialist in each sales region. Report: Working fine!

BY E. V. GEAR
General Advertising Manager
Pabco Products, Inc., San Francisco, Calif.

Is it wise for a company to have its mill salesmen, or distributor salesmen, use their valuable selling time to install dealer displays which, at best, are amateur jobs?

Pabco Products, Inc., San Francisco, decided it was not. As a result Pabco is the first manufacturer in the floor covering and home furnishings fields to employ display specialists as members of the sales departments.

The company began this year to give retailers of Pabco floor coverings a free, professional display service. Results are excellent. Neither Pabco, the distributors nor the dealers would go back to the old haphazard method of installing displays. The program is paying off in increased dealer display space, it generates good will—all of which eventually means increased sales. Dealers are writing in to say thanks.

The problem Pabco faced in getting display space and helping retailers to merchandise its products is common to all manufacturers who do not have exclusive dealers. Some 36,-000 stores across the United States sell Pabco floor coverings. These same stores also sell competing brands. They range in size and importance from very big outlets to small ones. Except for large department and furniture stores with display staffs, few dealers will put in a floor-covering display for themselves; wholesale distributor salesmen seldom put in displays for their customers—they usually work on straight commission, must make many calls a day, and can't afford the time. It may take half a day to set up an effective display.

Pabco solved the problem by employing a display specialist for each of its sales regions, and providing each of them with a Ford ranch wagon for a traveling display shop. Included are a variety of sales aids, point-of-purchase advertising, staple

guns, linoleum knives, rules. The specialists must be husky enough to move rolls of linoleum around and stand the rigors of constant travel. They do no selling. Their sole assignment is to help dealers to merchandise Pabco floor coverings.

The way is paved for them by Pabco salesmen. Each salesman is thoroughly educated as to the significance and importance of this display program. He carries a supply of forms on which displays may be requested, and it is his responsibility to evaluate the display potential of a store in terms of sales. The type of store the company has found most profitable for the display program is the floor-covering specialty shop-which does the biggest volume in floor coveringsand the furniture store in the mediumsize market. Many of them are glad to have a specialist come in and help them to merchandise their stock.

The salesman learns to eliminate a big-volume store if the display assistance would not increase sales. He must not offer the service to curry favor. It must be directly beneficial to Pabco and to the store.

#### **Booked** in Advance

Salesmen are kept posted on the display specialists' timetables and are notified well in advance of their arrival in each market. It's thumbs down on promiscuous promises of displays, and on promises of a display too far in advance of fulfilment. Bookings about two weeks in advance of installation are considered appropriate.

The salesman fills out only the number of request forms for displays which the specialist can handle efficiently and, management emphasizes, "it's better to under- than to overestimate. If you fall short on three displays you have three disappointed dealers."

The display service is in no way contingent on the placing of an order, though a dealer must be selling Pabco products and have an adequate stock of floor-covering materials to take advantage of the merchandising help. Still, salesmen often can tie up a display with a selling effort. For example, here's one approach which has proved effective:

"We have these new patterns. We'll be glad to have our display specialist call next week to put in a display featuring this new linoleum. You've got to show to sell." This is direct sales assistance and dealers love it.

Or, if a dealer seems to need help

# OKLAHOMA



Oh, What a Beautiful Market!

Use these two tickets to Oklahoma— The Daily Oklahoman and the Oklahoma City Times. They're two tickets to a beautiful market, to a land that's grand.

Widely diversified economic foundations have spurred Oklahoma's growth as a beautiful market. Since 1940 Oklahoma's industrial employment has grown 62.5%, mineral production has grown 166.4%, crop income has grown 163.5,% and livestock income has grown 193.9%. These indicators are reflected in business activity

in a growth of retail sales of 333.1% in the same period.

Oklahoma is richer in variety and quantity of natural resources, minerals and fuels than 42 of the nation's other states, providing a foundation for accelerating growth of many varieties of industry.

Yes, Oklahoma is growing . . . it's a land of growing sales. Your sales, too, can be a part of this growth, when you advertise in The Oklahoman and Times—your two tickets to Oklahoma.



in moving stock, a salesman may say:
"Last month you ordered six rolls of our Florentine linoleum. I think I can help you sell it faster. Our display man will be in town in 10 days. Would you like him to come in and set up a professional window featuring Florentines?"

A dealer's wishes and ideas are always taken into consideration and the display man adapts his service to the store and its needs.

Basically, the service breaks down into four main categories: window,

floor, tie-in, departmental. Windows rank first in importance—more are installed than any other type of merchandising setup, but they are sought only in stores where there is sufficient foot or automobile traffic to justify. A window well lighted at night tends to draw a shopper back to the store when she is ready to buy.

Floor displays are similar to those used in windows, and are most frequently set up in floor-covering specialty shops. A tie-in display is more likely to be in a furniture or depart-

ment store where the objective is to bring out Pabco linoleum from the floor-covering department, on say, the third floor to a first-floor display of stoves or refrigerators. Suppose the store is showing new appliances in color. The display man adds a color-correlated backdrop of a Pabco linoleum ("styled to go with the new colored ranges"), or flanks a refrigerator with two dummy rolls of a suitable pattern. A sign directs the shopper to the third-floor linoleum department. Such tie-ins are made with any suitable home furnishing setup.

The important thing about the display specialist program is that it does not stand alone but is integrated with a complete promotional campaign. This is built around a theme, "For the Young in Heart," which has given floor-covering advertising and merchandising a new lease on life. This theme, together with its symbols—a heart and a halo—and a special "atmosphere" characterized by light airiness and gay color, identifies every element in the campaign—sales aids, tools, and advertising.

### THE QUAD-CITIES

Rock Island . Moline . East Moline, III. . Davenport, La.

# NOW ¼ MILLION PEOPLE

According to Sales Management's Survey of Buying Power (May 10, 1955) the Quad-Cities now have 250,200 people. Over 40% of all Quad-City Consumer Units have a net income of \$4,000 to \$6,999; and 15% have over \$7,000. This 450 million dollar market offers you a majority of consumers who earn more and spend more than the national average.

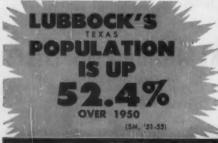
57% live on the Illinois side where 9 out of 10 families read the Moline Dispatch and the Rock Island Argus... the largest combined daily circulation in the Quad-Cities.



### THE ROCK ISLAND ARGUS THE MOLINE DISPATCH

THE NEWSPAPERS THAT COVER THE ILLINOIS SIDE OF THE QUAD-CITIES

Call ALLEN-KLAPP - New York, Chicago, Detroit, San Francisco



To keep up with
Texas' fastest growing
metropolitan city,
advertise in the one
medium that matches
its coverage precisely
with the growing
Lubbock Market!

### Lubbock AVALANCHE-JOURNAL

CIRCULATION OVER 57,500

Represented Nationally by TEXAS DAILY PRESS LEAGUE, Inc.

Representing Daily Newspapers Only

#### Cover Major Markets

Pabco does not attempt to offer the display service to all dealers in the United States who carry its floor coverings. The specialists cover the major markets. This does not mean that they skip the medium-size markets, however. On the West Coast, for example, the display man, after three weeks in and around San Francisco, covers intermediate points between there and his next major stopover, Los Angeles. Following the coast route south, and an inland route on the return trip, he may install several displays in Santa Barbara and Salinas, two or three in Bakersfield, three or four in Fresno, and so on.

Pabco saves still more of the field men's selling time by having the display specialists set up backgrounds for meetings for dealers, distributors, architects, builders, or other groups, or Pabco sales meetings. On occasion they install a display or booth for a

The sales office keeps tra

The sales office keeps track of the job the display men are doing: It arms each one with a Polaroid camera and a three-ring binder with forms. The men take pictures of every display they install, attach prints to the binder forms, filling in the store name, facts of the display and other required information. Besides providing visual evidence of accomplishment, the pictorial records are used to show other dealers the desirability of such displays in their stores.

The End



"I still say it bears a suspicious resemblance to poor Mr. Jones, the assistant who forgot things have changed in Cincinnati."\*



CHANGE No. 1: The daily with the largest CITY ZONE circulation is now the Cincinnati Enquirer.

CHANGE No. 2: The daily that carries the MOST ADVERTISING is now the Cincinnati Enquirer.



### SUNDAYS, MONDAYS and ALL WAYS

### WOLF

has a lion's share of audience

SUNDAYS (daytime)

32.6% 1st Place

MONDAY

WOLF

thru SATURDAY Share of Audience

Mornings

8 A.M.-12 Noon 16.9%

Afternoons

Ist Place

12 Noon-6:P.M. 33.3%

Evenings

6 P.M.-10:30 P.M. 29.7%

### everywhere you go . .

Monday thru Friday 9 A.M. - 5 P.M.

Barber Shops .. 50% (tie) 1st Place Beauty Shops .. 31% 1st Place

Cleaners ..... 23.1% 2nd Place Dentists ..... 24.6% let Place

Drug Stores ... 36.4% 1st Place

Grocery Stores . 47.3% 1st Place Service Stations 51% 4st Place

RATING for RATING RATE for RATE in CENTRAL NEW YORK it's

SYRACUSE, N. Y.

FREE . . . Get the whole story (Spring 1955) covering home-autostore listening, 4 and 8 year trends, TV operating hours, also new (October 1955) Business Establishments Survey. Included are the basic market facts on population, labor force, industrial work hours, automobiles, telephones, and monthly sales comparisons. Ask for your copy of The Syracuse Inside Story.

National Sales Representative THE WALKER COMPANY

### **Transparent Packages Sell** (By Showing) Bunte Candy

An interview with W. H. KELLY.

Vice-President, Director of Sales, Bunte Brothers Chase Candy Co.

"Bunte's new line of packaged candies is so outstanding that it's the only line we're displaying."

So said a Houston super market manager to a duPont salesman conducting a shopping study. The salesman reported that the gondola (island shelves) was "lined with Bunte candies displayed to show the product and the name of the manufacturer." DuPont's tie-in, of course, is based on the fact that it makes the Cellophane packages.

Candy is strictly a victim of impulse buying (and eating-can you pass a candy dish without helping yourself?), according to W. H. Kelly, vice-president and director of sales, Bunte Brothers Chase Candy Co., Chicago. "Candy shoppers in super markets, with less than 30 seconds to make a decision, must be stopped, interested and stimulated into action by the package," he observes. "That's why our new line of 'Preferred' Cellophane bags was designed to halt the shopper in the wink of an eye.'

Kelly believes that the candy industry as a whole has never thought about how much time a woman spends walking by a candy display. According to the duPont survey, she spends much less than a minute, and that's the crucial time the type of candy must hit her eye and stimulate a desire to buy. DuPont's findings show that candy purchases are 92.9% impulse, and that impulse must be quickened-fast.

"We used to play up the brand

name," Kelly explains, "with the type of candy or description lost in a jumble of small printing. Now we've done just the reverse."

The brand "Bunte" is shown on the face of the bag in the familiar oval. Prominent is the type of candy in bright metallic colors that can be read easily from eight feet away. For appetite appeal, Kelly says, "We literally made them 'screaming headlines.' From a distance, you can read 'Toffee,' 'Corn,' 'Lozenges,' 'Jellies,' 'Lemons.' We did not print the obvious on the packages, the fact that they contained Jelly Orange Slices, Spiced Jellies, Jelly Gum Drops, or Candy Corn, or English Toffee, or Old - Fashioned Butterscotch. The Cellophane bags show what is inside without further explanation.

The bags are made slightly shorter and wider to facilitate stacking with maximum visibility, and have a prominent place for pricing in the lower right corner. Since the duPont study showed that nine out of 10 candy buying decisions are made after shoppers enter stores, the bags, to appeal, are made of duplex Cellophane, a 300 mil thickness on the outside with a 200 mil liner. Most candy manufacturers use 200 mils for each, with resultant crinkling that hampers the view (and appeal) of the candy inside. Bunte packages lie flat and

"This departure is based on the opinion that it's the candy that catches the eye and stops the shopper; brand consideration follows," Kelly says.



"We market-tested this new line, and consumer reaction exceeded our most optimistic expectations. Super market buyers who have seen the line feel the same way, without exception. You know, most buyers freely shift brand names into and out of their stores with little regard to consumer brand loyalty.

"Ultimately, we will have 30 different products - including seasonal items - each providing the latest in package simplicity for maximum sales punch."

The "Preferred" line was started last August, and Bunte-Chase had the selection rounded out to 22 pack-

ages by October 1.

Another group of packages has been renovated to correspond with the new thinking. These are see-through window packages, restyled to use the merchandising idea of a major supplier of folding cartons. Closed and shelved, the carton looks fairly conventional, but sealing and opening characteristics are designed to ease the in-plant packaging operation and to please the customer.

Sealing in the candy factory is accomplished without gluing or tucking of flaps. Box ends are treated with a pressure-sensitive glue at the box plant, and Bunte packaging operators merely fold the ends together to close the carton, providing a foolproof en-

closure.

Top of the box is perforated so that the candy-hungry consumer can open it by merely pressing a marked spot on the back and tearing a portion of the lid upward to form a neat serving tray. To reclose, the lid flap can be tucked back into the carton; it provides protection.

Bunte-Chase, like most large candy makers, faces the problem of marketing certain types of sweets in certain geographical areas. While the bulk of packaged candies is sold in super markets today, Kelly explains, in a price range of 25 to 29 cents for the hard type, and about 39 cents for chocolates, the company must consider regional preferences.

The South, for instance, is a poor

marketing area for licorice candy and lozenges (the mint's in juleps). Folks in Dixie prefer dipped peanuts and wrapped candies. In Minneapolis, nut clusters get a cold reception while chocolate dipped peanuts sell briskly. On the other hand, Kansas City (Mo.) candy lovers prefer the clusters to chocolate covered nuts.

"Whatever the area, our new line of Cellophane-packaged candies are outselling competitive packaging by two to one," Kelly says. "We have conducted many tests, and this has been proved conclusively.'

Bunte-Chase has new customers from coast to coast, "largely because of our newly packaged line which has brought about healthy consumer and store-buyer acceptability.'

On the future of packaging: "More and more products will be packaged. The package used to be the silent salesman, now it shouts. It forces you to reach out and grab it!"

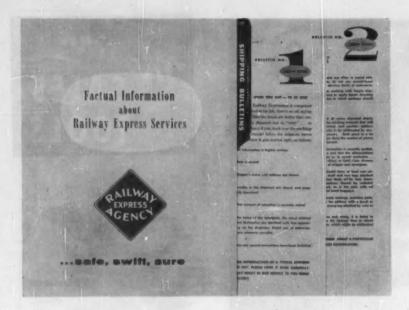
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signed and most complete line of visual sales aids available. Whatever your needs, the chances are we have a binder in stock and in your size. Stock binders mean low cost and immediate delivery. If your needs are special, our staff of designers will analyze your problem and make recomendations. Write for catalog No. 558 or ask for a sample binder on memo.



1704 WEST WASHINGTON BLVD CHICAGO 12, ILLINOIS



A FILE FOLDER OF FACTS on shipping is one of Railway Express Agency's most effective promotion pieces. Regular mailings of "lessons" make it a correspondence course of benefit to both teacher and pupil.

"Back to school" means more than peak trunk traffic for Railway Express Agency. The firm's mailings, which have long provided shippers with profitable how-to-do-it reviews, are now being organized as . . .

### **A Correspondence Course for Customers**

An interview with ERNEST W. HULL Director of Advertising and Promotion Railway Express Agency, New York, N. Y.

Why should 12,672 prospects of Railway Express Agency, Inc., return a card requesting an ordinary 8½" x 11" file folder, worth less than a cent? In addition, 1,079 of these respondents checked a square indicating that they wanted a Railway Express traffic representative to call and help solve their shipping problems.

"Over the years," says Ernest W. Hull, director of advertising and promotion, "a lot of people have told us they like our promotional folders because of the information they contain. We began to wonder if there might not be a good deal of specific shipping information that traffic men would like to have on hand. Out of this thinking has grown a series of review lessons, one of which will be issued every couple of months. The offer of a file folder to keep them in

was a check on effectiveness. Another check has been our use of the phrase "extra copies available on request." Radio Corporation of America is one of a long list of firms receiving extra copies to pass on to traffic personnel, customers and suppliers.

"We are not using free pens or other gadgets," notes Hull. "They don't produce strong customers the way clear, factual bulletins do. If you want the long-time trade, your mailings must present the appearance of a long-time company. Again, the greatest possible accuracy in lists is an essential foundation of successful direct mail promotion.

Officials of REA, as the express agency is familiarly known, feel sure that many on its quality list of 175,000 names must have been impressed by the first instalment of the "correspondence course" in addition to

those who sent immediately for a folder. Lesson 2 brought close to 10,000 more requests for folders and for continued reception of the series.

The letter sent with folders takes the opportunity to say, "This new bulletin service is one small part of a great new program on which Railway Express is currently embarked. It is our intent to continue to make REA service better and more efficient in every way. This not only includes keeping our customers informed, but also the modernization and improvement of terminals, acquisition of new equipment and replacement of vehicles." At present the agency has some 13,500 vehicles linking 23,000 communities to rails and airlines.

Some of the 116-year-old firm's most appealing mail pieces have been devoted exclusively to air express. One, "How's Your Air View I.Q.?"

### Problem:

Determine actual and potential business—what a given territory *should* produce on the basis of its population, total retail sales and income, and what it *does* produce.

### The Answer

is in SALES MANAGEMENT'S Survey of Buying Power.

For example, at Lady Esther, Division of Zonite Products Corp., Milton S. Samuels, general manager, turns to the annual Survey of Buying Power to estimate national and territorial sales potential. Says Mr. Samuels:

"First we obtain the Net Buying Income in each of our territories as shown in the Survey.

"Next we determine the total percentage of Effective Buying Income each Lady Esther territory represents to the U. S.

"These figures are then compared to the percentage of our volume in each of the territories to the total U. S. Lady Esther volume.

"If the Lady Esther percentage is found to be lower than that shown in the Survey of Buying Power, we take steps to uncover the reasons for lost potential volume; if the percentage is greater in a given territory, we know that Lady Esther is doing well."

### How do YOU use the Survey of Buying Power?

Checking potentials is just one direct application of **Survey** figures as they appear in the issue.

Nationally, and in Canada, more than \$200 Billion of sales quotas and advertising appropriations are based annually on the accuracy and experienced know-how of SALES MANAGEMENT'S **Survey of Buying Power**.

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THE MOST ACCURATE



THE MOST ACCEPTED



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ask your advertising agency about outdoor advertising

the standard group of outdoor advertising companies

quizzes the prospect on aerial photographs of 10 major cities. At the end of the answers it concludes, "Remember, when it's a question of air shipping, Air Express is the best answer. A humorous study of handwriting affords analyses of nine major types, all of which the reader will probably study in order to type himself. Each sample and each interpretation includes a sales point such as, "This combination of characteristics points to an individual ever on the alert for a bargain. Naturally, he always calls Air Express because . . : " The conclusion is that "Air Express users run the gamut of handwriting types because just about everybody uses Air Express."

A different technique is adopted by "Biggest Buys in History." This eight-pager, folded like the others to business-envelope size, contains no reference to express until the last page. It has cartoons of acquisitions from Manhattan Island to Alsab and Stan Musial and concludes with a list of reasons why Air Express is the best buy of all.

#### Aesop's Stable

Other mailers apply to both rail and air express or to rail alone. One explains the charges for collecting and returning C.O.D. money. Another, "Aesop's Stable," is a "Who's Zoo of Carriers." The moral is that "Only Railway Express gives you all these features" [embodied by ani-

A common characteristic of all REA's literature is that each piece 'asks for the shipment" several times.

A forerunner of the current factual series, which sells the express company by presenting prospects with the opportunity for more profitable distribution, was "Speed is More than MPH." The point was made that calculating the speed of cargo-carry vehicles is not enough. REA's services speed packaging, handling, routing and other operations.

Like the agency's modernization program, its direct mail plans are based on factual research into shippers' needs. "Some day we may issue a series in chronological order," Hull relates. "It would begin with paperwork and packing and run right through the receiving operation at the other end. But now we are covering the operational phases in the order of importance to our customers, as revealed by our intensive research

As if to bear out his words, Bulletin 1 of the correspondence course has been voted "most helpful mailer ever received," by a group of western

#### About Ernest W. Hull

As general sales manager. assistant v-p, sales, and now director of advertising and sales promotion, Hull has helped guide Railway Express Agency's national selling program since 1942. From 1935, he held various field sales posts before coming to the New York headquarters. Before that he had worked his way up to being a district accountant with the firm in which he has spent his entire business career.

traffic managers. Entitled "A Shipment Started Right is Half There, it contains a list of do's and don't's arranged for pre-shipment checkups. It also reproduces a "uniform express receipt" and explains fully all the mysteries of this contract which defines REA's terms and conditions.

"Correct Packing and Marking" is the second in the series. It notes that "REA has an enviable record of tracing and delivering mis-addressed shipments," then lists tips on not only avoiding package loss but "getting all the advantages Railway Express provides."

"By covering one phase at a time in this way, we can keep away from the generalities no one wants to read and can tell a more thorough story," observes Hull. "Without any particular motive, we have had independent researchers check how well recipients recall our mailers. The messages stick with about 54%. This has elated us, our advertising agency, Benton & Bowles, Inc., and the handlers of our direct mail program, Dickie-Raymond, Inc. In addition, the Direct Mail Advertisers Association singled out our Air Express Division for its 1955 award."

To keep its whole staff abreast of mailings, REA issues an internal informative piece, "Traffic Builder, The Monthly Publication of Business Development." Its constant theme is that drivers and other employes are just as much salesmen as the REA sales representatives. Page 1 usually ties in current advertising by mail or in other media with promotional approaches to be used by employes in customer contacts. "Always ask for the shipment," is continually driven home.

REA representatives get intensive briefings on direct mail and other programs at quarterly meetings of groups which include not more than 25. These preview sessions are one reason why mailings are prepared well in advance. The entire 1956 Air Express program was ready a

month ago.

All REA mail pieces are personalized by the use of correct names obtained locally and constantly updated for accuracy of title and address. All offices and representatives are provided with blanks for reporting new prospects and changes. "However," Hull adds, "we have to apportion our lists according to the industrial and population density in each market. Otherwise some eager beaver might load the lists for his section with prospects too small to warrant our con-stant attention."

REA's 175,000 names are broken down geographically within each of the following classifications: sales executive, traffic manager, manufacturer - wholesaler, machinery equipment and parts manufacturer, graphic arts, department store buyer or execu-

tive, miscellaneous.

The last category contains such sub-groups as camp and school bursars. Each year they are circularized with baggage shipping instructions which they can reproduce on their own literature. In many cases they prefer to use REA stuffers which they order according to their needs. Another individual mailing is prepared annually for department stores. Arriving before the pre-Christmas rush, it stresses "No stock, no sale."

#### **Extras Ordered**

On most material, Hull orders overruns of 10%, 15% or as much as 40%. These are sent to salesmen for use on calls, to agents for counter distribution and to secretaries for use as envelope stuffers. "There's not much use attaching literature to packages," comments Hull, "because the executive we want to influence rarely opens a package or gets the contents directly.

In some of these uses there is no check on literature's effectiveness except "the high proportion of repeat orders for stuffers," but wherever possible Hull favors use of reply cards. He cautions that salesmen can waste a lot of time on mere requests which should be carefully distinguished from leads. But he finds that replies keep lists alive, afford evidence for promotion, reassure everyone involved, uncover new prospects and show in some cases what particular service they are prospects for.

"Direct mail is wasted on institutional advertising," Hull feels. "At its best it is day to day selling."

### Orlando, Florida

Just the facts . . . that's all we give you. Here's what Sales Manage-

ment says about Orlando,

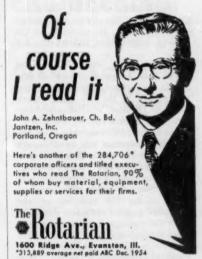
Florida: Since 1945, Orlando's Population is up 80% Buying income Reall sales up 170% Food sales up 183% Merchandise sales up 116% Furniture, radio up 300% Automotive up 89% Drug sales 102%

One paper—Orlando Sentinel-Star—Covers Orlando and Central Florida.

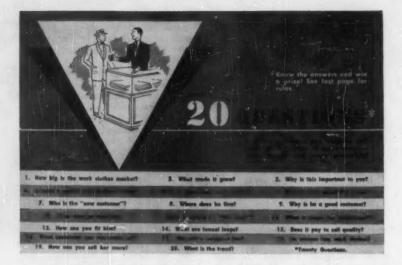
We have three times the comhined circulation of Tampa. Miami, Jax newspapers in these

Over 100,000 ABC City Zone Orlando Sentinel-Star

MARTIN ANDERSEN Owner, Ad-Writer & Galley Boy Orlando, Florida Nat. Rep. Burke, Kuipers & Mahoney







BUYER ATTENTION is assured when a Big Yank salesman presents him with one of these question-and-answer booklets. It's filled with facts the buyer needs to know.

### 20 Question Booklet for Customers **Answers Needs of Big Yank Salesmen**

In January, with the Christmas rush behind them, men's wear retail staffs are likely to succumb to the natural inertia that follows the big

This January, work clothes sales clerks may be prodded out of that inertia by a stimulating sales training tool offered by the Big Yank (work clothes) Division of Reliance Mfg.

Co., New York City.

On his first 1956 visit to a store, the Big Yank salesman will hand to each member of the work clothes depart-ment a copy of a "20 Questions" booklet. Self-indexed, it is in question-andanswer format, with the questions visible along the margins of the graduated pages. Lively line drawings make the messages easy to grasp; the index-through-questions format makes it easy to use. It was produced for Big Yank by Ideas for Industry, New York.

William J. Leahy, Big Yank's sales manager, says the booklet is designed to make work clothes retailers more quality conscious, and to encourage them to sell by brand. The firm's own sales staff likes the idea, since, as he puts it, "they are well aware of the importance of the salesclerk in selling work clothing. Their enthusiasm for this program at our sales meeting convinced us that the booklet can be an important selling tool."

Big Yank's management has made doubly sure that retail salespeople will keep and study the booklets. The salesman, in delivering one, points out a reference on the front cover to a contest; rules are on the last page. Anyone can and should win. The idea is simple: The next time the Big Yank salesman visits the store, he will ask the salesclerk one of the 20 questions in the book and give him a post card to be filled in with the correct answer. This he may get from the book. The post card must be mailed by the sales clerk to Big Yank headquarters in New York; if his answer is correct, the sender will receive as a prize a chromium-plated ball point pen.

The first nine questions in the booklet deal with the market for work clothes, now greatly augmented by do-it-yourself householders. Included in this section is a good bit of the kind of economic information so useful to retailers, but so difficult to convey

palatably to them.

Most of the other questions deal with sales features. There are, for example, definitions and discussions of such terms as "vat-dyed," "San-forized," and tunnel loops—all adding up to the impression that today's work clothes are better styled and of better quality than in the past. There are also suggestions for fitting the garments, and for selling to women, who are said to buy 60% of the nation's work clothes.

Big Yank's 32 salesmen are located in leading U. S. cities. The number and type of outlets they call on have increased in recent years. Formerly work clothes were sold chiefly in Army and Navy, and general stores.

They are now carried also in hundreds of leading department stores, as well as in many men's wear stores. The company has done much to upgrade this merchandise, through promoting matched sets of twill, offering the sets in gift boxes, providing three-color transparency store displays, staging display contests for dealers and jingle contests for consumersalways with a view to emphasizing style, fit and quality.

The "20 Questions" program is in line with a policy to make salesmen's calls more meaningful. It is welltimed, scheduled to break after the temporary Christmas-rush sales staffs have left, and during a normally dull period. It starts with amusing advance post cards announcing the forthcoming visits of the Big Yank salesmen. The current card shows a man with a telescope, under the line, "LOOK for our new line of Sportswear and Workclothes." (That line of copy ties in with present emphasis on the theme, "Look," dramatized by drawings of various optical devices.)

Light enough to be mailed for three cents, the new booklet compresses within its covers some facts and figures impressive even to those outside the men's wear field. Example: growth of the work clothes industry from \$518 million in 1947 to \$680 million in 1954 (depicted by stacks of coins and the figures of two men who are smartly attired in work clothes).

#### Inside Allis-Chalmers

(continued from page 26)

instance, during the fall floods in New England, the Industrial Equipment Division sent teams of service and construction engineers from the Norwood Works in Ohio to help out users of its equipment, get the machines back in shape and narrow the break in production. This service meant incalculable millions to New England industry, to the communities, and much to Allis-Chalmers. A division manager who had to make his way through a maze of executive channels could not have moved swiftly enough to come to the rescue. Giving sufficient authority to the manager and group vice-presidents makes not only service, but sales and sales information available quickly in the multitude of markets A-C serves.

2. Internally, the new structure simplifies administration, broadens and deepens executive strength, and

promotes morale.

The fact that a minimum number of officers reports to the group executives and the president frees them from an overwhelming mass of detail. Policy for the entire enterprise is set at a two-hour meeting every Monday morning. Fewer than two dozen officers discuss all the operations, plans and possibilities for the firm.

"The new organization has helped morale," says Stevenson. "There is no fussiness over prerogatives. The office of the president is always open. Though staff officers and others are said to 'report' to certain vice-presidents, if the vice-presidents are tied up with something else, or away from the city, the organization is geared for consultations with other key executives so that questions and problems can be answered and solved expeditiously.

"The plan is working well because it is so logical. No department is 'forced' into any division where it

does not belong.

"With the friendly flexibility that it allows, organization is not our master, but our servant. A corporation as large as Allis-Chalmers must operate that way to get topnotch production, service and management equal to that of competitors who specialize in our products."

That's the philosophy of President Stevenson, whose firm is geared for hard work, but not for work the

hard way. The End



"It's our \$64,000 name for a sales manager!"

### To sell the engineered construction markets. your best buy is CIVIL ENGINEERING

90% of CIVIL ENGINEERING'S 38,000 readers are members of the American Society of Civil Engi-neers who must meet continuously the Society's rigid requirements as to construction experience in "responsible charge of work."

2 CIVIL ENGINEERING is unsurpassed in continuity of readership. 87% of these readers continue to read year after year. They are not "in-and-outers" but devote their lives to construction.

CIVIL ENGINEERING'S editorial content is functional and authoritative. 95% of its articles are written by top-flight engineers actively engaged in important projects. Civil Engineers spend an average of 3½ hours reading time with each issue of C.F.

4 CIVIL ENGINEERING produces results. 36,715 product information requests were received from one issue alone, resulting from a listing of advertisers' literature.

CIVIL ENGINEERING builds advertiser satisfac-tion. More manufacturers of equipment and ma-terials than ever before are advertising in CIVIL ENGINEERING. Year after year, C.E. has shown a continual gain in advertising linage.

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The Magazine of Engineered Construction The American Society of Civil Engineers 33 West 39th Street, New York 18, N. Y.

#### MANUFACTURERS Do You Want Los Angeles Market

We believe we have valuable service to offer manufacturers. Well rated, Los Angeles area, can warehouse, ship and bill any high grade, small compact item running in good volume. NO SELLING. Can carry accounts on proper item. Inquiries invited, references exchanged. Southwest Cutlery & Mfg. Co., 1309 Olympic Blvd., Montebello, California.



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Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

"70% Country": Facts about the area in the Upper Midwest, outside the Twin City market, where more than 70% of all retail sales are made. They are presented by Northwest Hometown Dailies, the daily news-papers in the 51 key "70% Country" markets, members of the Northwest Daily Press Association. Included are: data on food sales; daily newspaper coverage of occupied dwellings in 49 key counties; retail outlets (47,-864 of them); information about merchandising services to back advertising in the 51 daily newspapers -surveys covering sales and distribution, route lists and local information for salesmen, campaign announcements and letters to the trade, solicitation of local tie-in advertising, personal calls on brokers, distributors and retailers. Write to Ray C. Rode. Executive Secretary, Northwest Daily Press Association, 900 Palace Building, Minneapolis 1, Minn.

Do You Want Yours King-Size? RCS Studios, division of Rapid Copy Service, Inc., has compiled case histories of outstanding giant displays. Among them: photograph cutouts to aid sales to large crowds; prints for retailers' windows; isolated displays for hallways, corridors, stairways, escalators; hugh displays for distributor salesrooms; story-telling montages for reception rooms; trade and dealer exhibits; print overlays for visual aids in sales presentations: wallsize prints to promote institutional spirit; man-size cutouts for super markets: demonstrator displays: 3-dimensional shadow boxes with lighted photographs, and many others. Write to Robert Garrot, RCS Studios, 123 N. Wacker Drive, Chicago 6, Ill.

Statewide Urban Market Ranking Among America's Top 20 Cities: Circulation and marketing information about Iowa and The Des Moines Register and Tribune. Circulation data cover: circulation totals; family coverage maps (Sunday and daily); urban coverage breakdown (Sunday and daily); county and city breakdown (Sunday and daily); distribution outside Iowa; Illinois—Rock Island County (Quad-Cities); magazine coverage in Iowa; Marketing data cover: state totals

(Sunday and daily); county breakdown (Sunday and daily); comparison with 5 major newspaper markets; Iowa industrial and agricultural growth; Des Moines facts; audience study (Advertising Research Foundation); brand inventory in subscriber homes; dealer influence; population and county location of every Iowa town. Write to Chas. J. Feldmann, Advertising Director, The Des Moines Register and Tribune, Des Moines, Ia.

Spotlighting Products at Point-of-Purchase: Tips on how to use illuminated clocks and dial thermometers to increase sales, create dealer goodwill, and build brand preference. Included are case histories of companies using them at point-of-purchase, in merchandising campaigns, as a general advertising medium, in distributors' showrooms, as dealer identification and many others. Write Rusell Pratt, Vice-President, Pam Clock Co., Inc., 432 Main St., New Rochelle, N. Y.

Hardware Business Magazine Readership and Reader Preferences: Study No. 2 in a continuing series conducted for Hardware Age by National Analysts, Inc., research subsidiary of The Curtis Publishing Co. It reports on the methods, scope and findings of the study-a comprehensive national personal interview survey among hardware dealers and wholesalers. The fundamental aim of the study was to determine the role of hardware publications in their field: the extent to which they are of interest and of help to hardware dealers and wholesalers; how frequently these various magazines are read and which ones are preferred on the basis of a broad range of characteristics or functions. The survey measured the actual reading audiences and readership preferences among readers of these national and sectional magazines: Hardware Age Hardware & Housewares, Modern Hardwaring, Hardware Retailer, Hardware Trade, Hardware World, New England Hardware, and Southern Hardware. Write to Leonard Rowlands, Publisher, Hardware Age, Chestnut and 56th Streets, Philadelphia 39, Pa.

Growth of the Tourist Court-Motel Market: An appraisal from the Contract Department of Barker Bros., large Los Angeles furnishing company: how the "baby" has grown into big business and how the company is now serving the approximately 20,000 tourist court-motels in 12 states. Included are the results of a questionnaire sent to 1,000 tourist court-motels in California, Arizona and Nevada. Names of court-motels were selected from AAA, state and regional association directories and telephone directory listings in certain towns in the area. Three questions were asked: What trade magazines or magazine serving your industry do you subscribe to? Which one gives you the most helpful information or suggestions about all phases of your business? If you could have only one magazine, which one would you take? Write to Bob Gresham, Publisher, Tourist Court Journal, Temple, Tex.

New Management: Long-range plans of Farm and Ranch under new management: objectives of the new owners; how the magazine is designed to be the southern farm family's business paper; specific editorial projects; special timely features; profiles and pictures of the key editors; reprints of leading editorials; circulation analysis; number of readers per copy compared with five other farm magazines: household and reader characteristics; list of new 1955 advertisers. Write to Charles M. Anderson, Vice-President, Farm and Ranch, 318 Murfreesboro Road, Nashville 10, Tenn.

Industry Moves to the South and West: A Business Week special report to executives, giving a complete picture of the changing habitat of U. S. industry. It shows the effects of seven years of restlessness of American industry which is continuing to move from the manufacturing cores of the East and Midwest to the newer, booming centers of the South and West. Great Lakes leads the pack, but Pacific grows fastest. Data include manufacturing employment for 1947 and 1954; capital spending for new plant and equipment (1953); industrial construction by region; top dozen states ranked by capital spending, by manufacturing employment and by new industrial construction (1947 and 1954); regional shifts by industry. Write to Bayard E. Sawver, Advertising Director, Business Week, 330 W. 42nd St., New York 36, N. Y.

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#### SALES EXECUTIVE Available

Six years direct sales management experience at district regional and divisional levels with present employer in United States and Canada. Thirty-two years old, college background, free to move and travel, excellent record of sales promotion, skilled in selecting, training, and managing field personnel, excel at speaking to and conducting sales meetings. Details furnished upon request. Box 3172.

### SALES MANAGER

desires new connection that offers desires new connection that offers greater scope. 10 years experience directing sales and service activities of major automotive parts manufacturer. Sound knowledge of marketing, sales promotion, and advertising, Age 38, married, college degree, engineering background.

Box 3173 c/o Sales Management

### THE SCRATCH PAD

By T. Harry Thompson



Private-eye version: Eight more snooping days till Christmas.

"It's delightful, it's de-lovely, it's De Soto" . . . it's a natural.

Proverbial twist by Peck & Peck: "A trend in tweed is a trend indeed."

BLUE PENCIL (verb, transitive): To make a long story short.

Capsule Review at Year's End

"The sales-department is not the whole company, but the whole company is the sales-department."—Alabama Merchants' Journal.

President Taft got off a good one now and then. Seeing the Grand Canyon for the first time, he said: "Golly, what a gully!"

CAT: A better mouse-trap.

#### \_\_\_\_\_

It was a good year for the national economy, with earnings and employment at record highs.

It was a bad year for the Republicans, if not the free world, when Ike suffered a heart-attack in September.

It was a good year for world peace, for even an uneasy peace is better than a shooting war. It was a good year for Argentina, for Peron went the way of Peruna.

Civil aviation had its darkest day when 66 died at Medicine Bow . . . a new record, in spite of millions of miles flown safely to strike some kind of balance.

The indestructible Bernarr Macfadden found that he was mortal after all, failing to achieve the high mark he had set for himself, although death at 87 is not precisely premature.

Princess Margaret made the front covers on our best magazines, and doubtless wished she could have lived her own life as Maggie Windsor in Surrey or even Soho.

Brooklyn knew the ineffable joy of winning a World Series, while Casey Stengel and his valiant men flew to Japan to let the tumult and the shouting die.

Austria saw armies of occupation quit her soil, and went back to pleasanter occupations. Television's \$64,000 Question was page-one news week after week.

A new Miss America had her shining hour in Atlantic City, and will be too busy from here in to get her beauty-sleep.

Schick Shaver traded Stamford, Connecticut, for Scranton, Pennsylvania, and Paper-Mate Pen joined the Gillette Safety-Razor family.

The automobile industry never had it so good, and predictions of a saturation-point went unheeded. Towns struggled up Phoenix-like from the mud and mire of floods, and polio vaccine made new converts.

What's ahead? Good or bad, we'd rather not know. Merry Christmas!

JALOPY: Devotee of shake, rattle, and roll.

According to Bob Quillen, discussion is an exchange of knowledge; argument, an exchange of ignorance.

There are no more chilling words than: "We interrupt this program to bring you a special news-bulletin."

Lament of a guy on the wagon: "Long time no spree."

"Through indecision, opportunity is often lost."—Publilius Syrus.

Sage advice from zany George Gobel: "Don't borrow trouble. Be patient and you'll have some of your own." An unknown author put it this way: "When it comes to borrowing trouble, a man's credit is always good."

Quoteworthy: "With ordinary talent and extraordinary perseverance, all things are attainable." — T. F. Buxton.

Along the same line, C. N. Bovee says: "A failure establishes only this: Our determination to succeed was not strong enough."

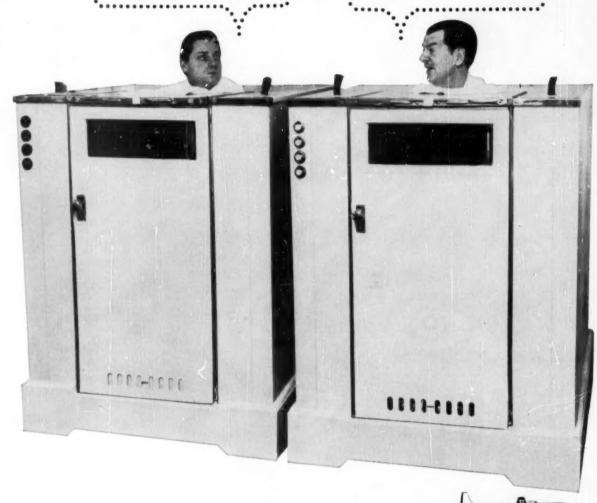
Jack Schiff, chairman of the marketing department of New York's Pace College, writes to ask if we've heard what the headboard said to the footboard when the new mattress was delivered: "Oh to be a spring, now that the Englander is here."

And Ollie Niehouse, sales-promotion manager of TCF of Canada Limited, says: "The fellow who insists on acting like an old-time boss has not taken the trouble to spell the word backwards . . . double S-O-B."

Betty (Onions in the Stew.) Mac-Donald has a nice gift of painting with words. For instance: "The rain on the roof sounded like millions of birds' feet." And again: "Oval ponds lying in green fields like forgotten handmirrors. White pullets flapping across a meadow like scraps of torn paper."

Which reminds me: I've never had a Reader's Digest Condensed Book that wasn't worth reading, cover to cover. "Product's good.
Price is right. But-you're too far away!
How can you
match local
suppliers service?"

"We'll ship American Airfreight! You can be sure of prompt, dependable deliveries!"



Today sales managers can overcome distance when dealing with distant prospects. They can match the delivery of local competitors with shipments in hours by air. The service is prompt, dependable and the rates are surprisingly low--even lower than some forms of surface transportation.

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AMERICAN AIRLINES AIRFREIGHT

- carries more airfreight than any other airline in the world

### How did the ruptured duck rate a salute from top brass in Chicago?



nce there was a highflying B.T.O. in the E.T.O., A Wolf-Onthe-Loose with a 50-mission cap and fruit salad on his chest. And his name was Buzz McGillicuddy.

Ten long years later we find McGillicuddy a chairborne commando in a major commercial airline, with twenty pounds added to his fuselage and his flights into the wild blue yonder confined to an oc-

casional night out with the boys. But Buzz still liked to fly in lead position and outmaneuver the opposition.



So when the battle for vacation passenger revenue got particularly rough, McGillicuddy called a briefing to figure out the best way to blitz the competi-



tion. The verbal flak was flying fast when Joe, an operations officer from the Chicago Tribune advertising squadron,

sounded off with: "Here's the latest G-2 from our operators in the field. Maybe it will help you zero in your target."

Joe went on to explain that Chicagoans make 38% more vacation trips by public transportation than the national aver-



age. And compared to the national average for people taking these trips, Chicagoans take 50% more by plane. If business trips are considered, the Chicago flight picture is even more impressive. These and other factors indicate that Chicagoans are better prospects for air travel than the nation as a whole. And they have 38% more purchasing power than the national average to make their air travel dreams come true. "Why not make Chicago your special target and salvo your advertising where it will do the most good?" Joe concluded.

"Roger," barked McGillicuddy, the battle-scarred veteran. So he stepped up his advertising schedule in the Chicago Tribune-scored a hit with A-1-1 results and rated a salute from top airline brass.



If you're looking for the best flight plan for your advertising campaign, remember the help the Chicago Tribune can give you.

#### Nobody knows Chicago like the Tribune.

The Tribune has spent several million dollars to find out facts that vitally affect your Chicago sales.



It knows who your best customers are, where they live and shop, why they buy. This valuable information is yours for the asking.

#### Nothing sells the Chicago market like the Tribune.

Retail sales in Chicago and the 206 Chicagoland counties are big-valued at \$17 billion. And the best way to sell this market is through the Tribune. Does advertising in the Tribune pay? Just ask advertisers like American Express Tours, Hunt Foods, Russeks and Royal Blue Food Stores.

People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just

like trimming a tree at Christmas. Almost everybody does it. Everybody feels its impact. Practically 3 out of 4 families in



the Chicago metropolitan area read the Tribunealmost half of all the families in 839 midwest towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine-and less than 1 out of 10 tunes in on an average evening TV show.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember . . .



if you want to SELL Chicago

TELL Chicago in the Chicago Tribung

THE WORLD'S GREATEST NEWSPAPER

